The Fundamentals of Effective Grantsmanship
Workshop 1
Universidad Central del Caribe

Anthony L. DePass Ph.D.
March 6, 2015
Five Good Reasons to Get Grants

- Sharpen your research and scholarship
- Mentor students
- Advance your career
- Enhance the reputation and resources of the University
- Enhance your salary
Types of Grants

• Foundation Grants
• Corporate Grants
• Government Grants
  – City
  – State
  – Federal*
Track Your Grants
Grants.gov makes it easy to TRACK your federal grants that you have applied for. Enter the Grants.gov tracking number you received after submitting your application to track the processing status.

Find Open Grant Opportunities

**NEAREST OPPORTUNITIES**

<table>
<thead>
<tr>
<th>ID</th>
<th>Title</th>
<th>Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1-14-001</td>
<td>2014 Notice of Funding Opportunity for proposals for the Repatriation Support Center (RSC) Latin America</td>
<td>Bureau of Population, Refugees and Migration</td>
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<tr>
<td>USDA-NIFA-9008-004957</td>
<td>Biomass Research and Development Initiative</td>
<td>National Institute of Food and Agriculture</td>
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<tr>
<td>15-544</td>
<td>Critical Techniques and Technologies for Advancing Foundations and Applications of Big Data Science &amp; Engineering</td>
<td>National Science Foundation</td>
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<tr>
<td>PD-15-1468</td>
<td>Manufacturing Machines and Equipment</td>
<td>National Science Foundation</td>
</tr>
<tr>
<td>HRSA-15-024</td>
<td>Ryan White HIV/AIDS Part C Capacity Development Program</td>
<td>Health Resources and Services Administration</td>
</tr>
<tr>
<td>ED-GRANTS-022615-001</td>
<td>Office of Elementary and Secondary Education (OESE): Alaska Native Education Program CFDA Number 84356A</td>
<td>Department of Education</td>
</tr>
<tr>
<td>PA-15-127</td>
<td>Advancing Translational and Clinical Probiotic/Prebiotic and Human Microbiome Research (R01)</td>
<td>National Institutes of Health</td>
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**BROWSE CATEGORIES**

<table>
<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Biomedical Research and Development</td>
</tr>
<tr>
<td>Clinical Trials</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Environmental Protection</td>
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<tr>
<td>General Support Services</td>
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<tr>
<td>Health Care</td>
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<tr>
<td>Homeland Security</td>
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<td>Human Resources</td>
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<td>Information Systems</td>
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<td>International Affairs</td>
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<tr>
<td>Law</td>
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<td>Library</td>
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<tr>
<td>National Security</td>
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<td>Other</td>
</tr>
<tr>
<td>Physical Health</td>
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<tr>
<td>Public Health</td>
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<tr>
<td>Research Support Services</td>
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<tr>
<td>Social Science</td>
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<tr>
<td>Transportation</td>
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<tr>
<td>University Management</td>
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**BROWSE AGENCIES**

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<tr>
<th>Agency</th>
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<tr>
<td>Education Role</td>
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<tr>
<td>Health and Human Services Department</td>
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<tr>
<td>National Aeronautics System</td>
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<tr>
<td>National Institute of Art</td>
</tr>
<tr>
<td>National Institute of Biomedical Imaging</td>
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<tr>
<td>National Institute of Education</td>
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<tr>
<td>National Institute of Energy and Environment</td>
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<tr>
<td>National Institutes of Health</td>
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<tr>
<td>National Science Foundation</td>
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<td>National Endowment for the Arts</td>
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<tr>
<td>Social and Behavioral Sciences</td>
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<td>United States Government of America</td>
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**BROWSE ELIGIBILITIES**

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<th>Eligibility</th>
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<tr>
<td>Administration</td>
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<tr>
<td>Education</td>
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</tbody>
</table>

**Grants.gov Updates**

**Grants.gov Calendar**
Check out our calendar to get the latest updates about our upcoming releases, maintenance, and outages.

**Grants.gov Scheduled Maintenance Outage:**
March 21-23, 2015

**Grants.gov Notices**
For more information on upcoming changes with user impacts, please visit the Grants.gov notices page for the latest information.

**View the Summary of User Impacts for upcoming changes. (Revised January 23, 2015)**

**Grants.gov Releases**
For more information about recent changes and enhancements, please see the latest release notes.

**Grants.gov Blog**
Visit the Grants.gov Blog to get up-to-date status of upcoming maintenance and outages.

**Financial Assistance**
Grants.gov does not provide personal financial assistance. Please visit USA.gov, to learn where you may find personal financial assistance.

**Suspect Fraudulent Activity?**
The United States Government does not require payment, of any kind, to receive federal grants. Click here, to report suspected fraudulent activity.
Grant Opportunities, Application Guidelines, and Resources for Managing Your Grant
Search Grantmakers

Grantmaker Name
view index

EIN

Grantmaker Location
view index
More location options

e.g. country, state/province, county, city, metro area, congressional district, zip/c

Fields of Interest
view index

Types of Support
view index

Geographic Focus
view index

Trustees, Officers, and Donors
view index

Type of Grantmaker
view index

Total Giving

From:
To:
<table>
<thead>
<tr>
<th>Hover over column below to see additional information</th>
<th>Basic ($19.95/mo. • $195/yr.)</th>
<th>Plus ($29.95/mo. • $295/yr.)</th>
<th>Premium ($59.95/mo. • $595/yr.)</th>
<th>Platinum ($149.95/mo. • $995/yr.)</th>
<th>Professional ($179.95/mo. • $1,295/yr.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IN-DEPTH GRANTMAKER PROFILES</td>
<td>The top 10,000 grantmakers</td>
<td>The top 10,000 grantmakers</td>
<td>The top 20,000 grantmakers</td>
<td>120,000+ grantmakers</td>
<td>120,000+ grantmakers</td>
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<td>EXTENSIVE GRANT DATABASE</td>
<td>n/a</td>
<td>2.4 million+ in grants</td>
<td>2.7 million+ in grants</td>
<td>3 million+ in grants</td>
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<td>GRANT RECIPIENT INFO</td>
<td>n/a</td>
<td>200,000+ recipients</td>
<td>200,000+ recipients</td>
<td>200,000+ recipients</td>
<td>200,000+ recipients</td>
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<td>ADDITIONAL FUNDING SOURCES</td>
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<td>n/a</td>
<td>n/a</td>
<td>20,000+ grantmaking public charities</td>
<td>20,000+ grantmaking public charities</td>
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<td>KEYWORD SEARCH 990s</td>
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<td>POWER SEARCH</td>
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<td>VISUALIZATION TOOLS</td>
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<td>SIGN-UP</td>
<td>Sign Up for Basic</td>
<td>Sign Up for Plus</td>
<td>Sign Up for Premium</td>
<td>Sign Up for Platinum</td>
<td>Sign Up for Professional</td>
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### Department of Health and Human Services

#### Part 1. Overview Information

<table>
<thead>
<tr>
<th>Participating Organization(s)</th>
<th>National Institutes of Health (NIH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Components of Participating Organizations</td>
<td>National Institute of General Medical Sciences (NIGMS)</td>
</tr>
<tr>
<td>Funding Opportunity Title</td>
<td>MARC Undergraduate Student Training in Academic Research (U-STAR) National Research Service Award (NRSA) Institutional Research Training Grant (T34)</td>
</tr>
<tr>
<td>Activity Code</td>
<td>T34 MARC Undergraduate NRSA Institutional Grants</td>
</tr>
<tr>
<td>Announcement Type</td>
<td>Reissue of PAR-10-119</td>
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**Related Notices**
- August 21, 2013: Removed reference to ASSIST in section IV.3, since ASSIST is currently only available for multi-project applications.

<table>
<thead>
<tr>
<th>Funding Opportunity Announcement (FOA) Number</th>
<th>PAR-13-205</th>
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<tbody>
<tr>
<td>Companion Funding Opportunity</td>
<td>None</td>
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<tr>
<td>Number of Applications</td>
<td>Only one application per institution is allowed, as defined in Section III.3. Additional Information on Eligibility.</td>
</tr>
<tr>
<td>Catalog of Federal Domestic Assistance (CFDA) Number(s)</td>
<td>93.859</td>
</tr>
</tbody>
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**Funding Opportunity Purpose**
The purpose of the Minority Access to Research Careers (MARC) Undergraduate Student Training in Academic Research (U-STAR) Institutional Ruth L. Kirschstein National Research Service Award (NRSA) Training program is to assist undergraduate institutions to increase the number of well-prepared underrepresented (UR) students who, within three years of graduation, matriculate into competitive/research active Ph.D. or combined M.D.-Ph.D. programs in the biomedical and behavioral sciences, go on to research careers and will be available to participate in NIH-funded research. The program provides grants to institutions with significant enrollment of students from groups underrepresented in the biomedical and behavioral sciences that propose well-integrated developmental activities designed to strengthen students' academic preparation, research training and professional skills that are critical to the completion of the Ph.D. degree in the biomedical and behavioral sciences.

#### Key Dates

<table>
<thead>
<tr>
<th>Posted Date</th>
<th>April 22, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Date (Earliest Submission Date)</td>
<td>May 24, 2013</td>
</tr>
<tr>
<td>Letter of Intent Due Date(s)</td>
<td>Not Applicable</td>
</tr>
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<td>AIDS Application Due Date(s)</td>
<td>Not Applicable</td>
</tr>
</tbody>
</table>
Section VII. Agency Contacts

We encourage inquiries concerning this funding opportunity and welcome the opportunity to answer questions from potential applicants.

Application Submission Contacts

Grants.gov Customer Support (Questions regarding Grants.gov registration and submission, downloading or navigating forms)
Contact Center Phone: 800-518-4726
Email: support@grants.gov

GrantsInfo (Questions regarding application instructions and process, finding NIH grant resources)
Telephone 301-435-0714
TTY 301-451-5936
Email: GrantsInfo@nih.gov

eRA Commons Help Desk (Questions regarding eRA Commons registration, tracking application status, post submission issues)
Phone: 301-402-7469 or 866-504-9552 (Toll Free)
TTY: 301-451-5938
Email: commons@od.nih.gov

Scientific/Research Contact(s)

Shawn R. Gaillard, Ph.D.
National Institute of General Medical Sciences (NIGMS)
Telephone: 301-594-3900
Email: Shawn.Gaillard@nih.gov

Peer Review Contact(s)

Examine your eRA Commons account for review assignment and contact information (information appears two weeks after the submission due date).

Financial/Grants Management Contact(s)

Ms. Lori Burge
National Institute of General Medical Sciences (NIGMS)
Telephone: 301-451-3781
Email: burgsl@nigms.nih.gov

Section VIII. Other Information

Recently issued trans-NIH policy notices may affect your application submission. A full list of policy notices published by NIH is provided in the NIH Guide for Grants and Contracts. All awards are subject to the terms and conditions, cost principles, and other considerations described in the NIH Grants Policy Statement.

Authority and Regulations

Awards are made under the authorization of Section 487 of the Public Health Service Act as amended (42 USC 288) and under Federal Regulations 42 CFR 66.
The development of successful grant proposals has become more difficult in recent years due to increased competition for ever-tightening funding lines. It is no longer sufficient to just have a good or even a great idea. A skilled presentation is critical for surviving very stringent review processes that often vary between agencies and organizations. We work with academic institutions and other organizations to realize their full potential in generating external funding by providing the following services:

**Grantsmanship Training**
Interactive grantsmanship training to move participants from passive observers to active grant writers.

**Evaluation and Assessment**
We combine traditional evaluation methodologies with a deep understanding of programs that only comes from our personal and professional experiences in program development, administration, and agency review.

**Grantwriting**
Grant-writing services that leverage our expertise in a collaborative effort with your organization.
Resources

Funding Sources

Foundation
- The Foundation Center
- Fundnet Online Services

Federal
- Federal Register
- Grants.gov
- Department of Homeland Security
- National Endowment for the Arts
- Department of Energy
- Department of State
- Department of Labor
- Small Business Administration
- National Endowment for the Humanities
- Department of Veterans Affairs
- National Institutes of Health
- National Science Foundation

Special Programs
- For Undergraduate Students
- For Graduate Students
- For Postdoctoral Fellows
- For K-12 Educators
- Small Business Programs For Veterans
- Broadening Participation

Program areas

News and Information

Almost $1.8 Million in Grants Awarded to Help Older Adults with Disabilities
Mon, Oct 21, 2013

$4.6 Million in Grants Awarded for Research Projects Aimed at Helping Improve Lives of People with Disabilities
Mon, Oct 21, 2013

Education Department Awards $4.1 Million in Grants for 16 Fulbright-Hays Group Projects Abroad Short Term
FUNDING ALERT: Current Weekly Postings
GRANT DEADLINES for April

Institutionally Limited Opportunities
Some grant and fellowship programs limit the number of proposals that may be submitted by an institution. If you submit a proposal to such a program and Duke's limit is exceeded, your proposal, and other proposal(s) submitted from Duke, will very likely be rejected without review. To prevent this, ORS coordinates the internal review process. View Institutionally Limited Opportunities

As a service for all researchers at Duke University and Duke University Medical Center, Duke's Office of Research Support and Office of Research Administration provide this information on funding sources for research and other scholarly projects.

Services
Funding Opportunities publishes two newsletters for the Duke community on this site:

- The weekly Duke Funding Alert newsletter provides information on all new and updated grant and fellowship information added to the Funding Opportunities database during the prior week.
- The monthly Grant Deadlines newsletter is a list of upcoming funding deadlines.

The Funding Opportunities database stores all information published on this website. Use the Advanced Search feature to search open funding opportunities in the database.

Postdoctoral and Student Funding
The Funding Opportunities database also contains extensive information on funding sources for Duke postdoctoral fellows and graduate/professional students.

Use the Advanced Search feature to search the Funding Opportunities database by Disciplinary Categories (Arts & Humanities ... Social Sciences) and Targeted Opportunities (Postdoctoral Fellows, Medical Fellow/Resident, and Grad/Prof Students). Additional search parameters are also available.

Funding Opportunities is continually updated using announcements and news reports from a wide range of sponsors.

Updated: 2/26/2015
Critical Elements for Success

• Professional engagement
• Experience in the navigation and operation of the grants process
• Alignment of institution, resources, expertise, and funding mechanism
• A timely idea of significance to the field
Professional Engagement

• Go where the business of your discipline (field) is transacted
• Mitigate costs by starting local- build to national
• Identify individuals who are where you would like to be (long and short term) and find out how they got there
• Be prepared for encounters
Professional Engagement

• Who are you?

• Information about your institution that would be of interest to the target (location, type, demographics, recent developments).

• Establish connection between your institution and the programs (demonstrate your homework).

• What is your ask? - be specific!
Elevator Speech

• Who are you/your organization?
• Where are you/organization professionally?
• Why should I care?
• What is your ask?
• Follow-up with an email- remind the person of your conversation.
• State the next step
• Be persistent without being a pest
Selection of Mentor/Collaborator

- Respected by his/her peers
- Successful in the areas you are seeking to develop (scholarship and funding)
- In a professional position you see yourself in the future

• Different mentors for different purposes
What Should Your Mentor Do For You?

- Provide help in learning how to write grants and get funded
- Pass on manuscripts and proposals for you to review (remember tedium?)
- MENTOR you in running your independent program (you then become mentor to your students)
- Recommend you to serve on panels/journal once they see how well you handle your “assignments”
- Serve as Co-Author/Co Investigator on YOUR grants and publications and you on his/her publications
What Do You Propose

- Study your potential mentor’s work and identify an area that is important but is fairly tedious for him/her to complete.

- Propose to do it

The tail of a tiger is a much more influential position than the head of a cat.
Critical Elements for Success

• Professional engagement
• Experience in the navigation and operation of the grants process
• Alignment of institution, resources, expertise, and funding mechanism
• A timely idea of significance to the field
Race, Ethnicity, and NIH Research Awards

Experience Navigation and Operation of the Grants Process

• What are the predictors of grantsmanship success? Which can you control?
• Know the players and their roles in the process
• Be familiar with your institution’s policies and those who are most helpful in getting your proposal out
• Get to know your relevant funding agencies and personnel
Critical Elements for Success

• Professional engagement
• Experience in the navigation and operation of the grants process
• Alignment of institution, resources, expertise, and funding mechanism
• A timely idea of significance to the field
Know Your Institution

• Are there policies related to grants development
• Are those policies helpful in your effort
• Who do you talk to to make your institution responsive to your needs
• Can you get yourself inserted into the policy making process?
Critical Elements for Success

• Professional engagement
• Experience in the navigation and operation of the grants process
• Alignment of institution, resources, expertise, and funding mechanism
• A timely idea of significance to the field
Timing and Significance of Idea

• How significant is your idea? Who cares? Why should they care?
• Is your idea timely?
• Is the field going through nascent, log, or mature phase.
Before You Write

- READ the Program Announcement
- READ the CURRENT Program Announcement
- Gather Background Information
- Verify Institutional Process and Commitments
- Think About the Target Audience
- Build Coalitions
- Talk to Agency Staff
Before You Write

- Gather Background Information
- Look at the Program Announcement
- Verify Institutional Process and Commitments
- Think About the Target Audience
- Build Coalitions
- Talk to Agency Staff
Common Mistakes in Grantsmanship

• Not enough time allocated for research, writing and pre submission review
• Writing for the expert
• Thinking that the process starts with the writing of the grant proposal
• Thinking that the work ends with the submission of the proposal
• Not knowing who the key players are and their roles
Proposal Development

• Set aside appropriate lead time for
  – Research information about agencies, priorities, process etc.
  – Program development
  – Writing proposal and getting critical feedback
  – Timely submission within the context of your own institutional requirements
Your Objective is to Gain Advocates

• Good idea
• Well written and presented in a logical fashion
• Consistent with institute priorities and resource allocations
• High potential to resonate with leaders in the field
Tips for New Grantwriters

• Seek mentoring
• See if your idea matches any Agency initiatives reflecting its high priority areas
• Generate preliminary data
• Enlist collaborators
• Examine successful proposals of colleagues in your field
• Serve on review panels
• Consult Program Officers
Tips for New Grantwriters

• Know your audience- who will read and their instructions for review
• Be hypothesis driven
• Link the aims of your proposal to the hypotheses and measures
• Give yourself plenty of time to write the application, 3-6 months
• Proofread! Have zero tolerance for errors
• Have others read and critique your proposal
• If not funded, revise and resubmit
Proposal Development

Set aside appropriate lead time to:

- Research information about agencies, priorities, process etc.
- Program development/Preliminary research outcomes
- Get critical feedback
- Timely submission within the context of your own institutional requirements
Elements of a Grant Proposal

- SPECIFIC AIMS /Goals-objectives
- Proposal Narrative/Background-Research Plan
- Budget Information
- Credentials of the PI and Other Staff
- Evaluation and Dissemination Information
- Letters of Commitment
- Project Summary
Specific Aims/Objectives

- Serves **ALL** proposal formats
- Arguably the most important component of your proposal. (first impression)
- Should be clear concise
- Convey confidence
- Complete in communicating why your idea is important and how you will successfully execute
Specific Aims Section

• 1-2 pages

• Demonstrate significance, innovation, approach, goals, research design......

• Provide information such that someone can have a comprehensive view of your proposal in a short read.
Specific Aims Construction

• First paragraph
  – Powerful opening sentence that states significance and need.
  – What is known, what is unknown, what is the problem (context for your solution)

• Second Paragraph
  – Sequential focus
  – Long range goal
  – Objective of the proposal (hypothesis)
  – Justification (why it makes sense)
  – Why are you the most qualified to do the job
Specific Aims Section

Opening Sentence

• Captures interest of the reader
• Plain and understandable to the informed reader
• Demonstrate broad significance
• Conveys relevance and importance to the field
Specific Aims Section

Opening Sentence Style

• Declarative fact
  – Draws attention
  – Something the reader would not know or adds data to something that was assumed

• Descriptive
  – Sets the stage to justify approach
Specific Aims Section

First Paragraph

• Provide Current Knowledge
• Identify gap in current knowledge
• State the gap as an important problem

This problem then sets the stage the rest of the Specific Aims and you proposal