



Funding Expertise.
Personally Delivered.

Writing Winning Proposals

Session Agenda

- Administrative Issues
- Proposal Writing under Obama
- The proposal idea
- Common writing mistakes
- The Review Process

Funding Expertise.
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Grants
Resource
Center
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Institutional Recommendations

- ❑ Review the ARRA conference report and the information agencies have released so far. Go back frequently to check on solicitation announcements or agency rule-making.
- ❑ Brief your applicant pool and attend to the campus information flow.
- ❑ Review the last eight months.
- ❑ Use ARRA to support ongoing sponsored programs goals.

Institutional Recommendations

- **Place sponsored programs in a central role.**
Sponsored programs administrators are critical to their institution's access to recovery funds. They must in this moment lead or coordinate efforts to build momentum, assemble teams, and develop proposal ideas that synch the recovery act goals with institution-specific resources and needs. The scope of ARRA is strictly defined by job creation, economic and community development, and U.S. competitiveness. Yet those themes also are laced throughout the FY 09 appropriations omnibus and the agencies' FY 10 budget requests. So what goes unfunded under ARRA programs may be well positioned for non-ARRA competitions and will be stronger for having been proposed, reacted to, and reworked by the time regular solicitations are released.

Proposal Writing Under the Obama Administration

- We are at warp speed!
 - 30 day turnarounds for applications
 - No commenting on rule making
 - Delaying a day before starting a proposal can be fatal
- Local agendas will trump the Washington agenda.
- Accountability and responsibility have meaning and 'teeth.'
- Every proposal must address workforce and economic impact issues.
- This government is and will be transparent from top to bottom.

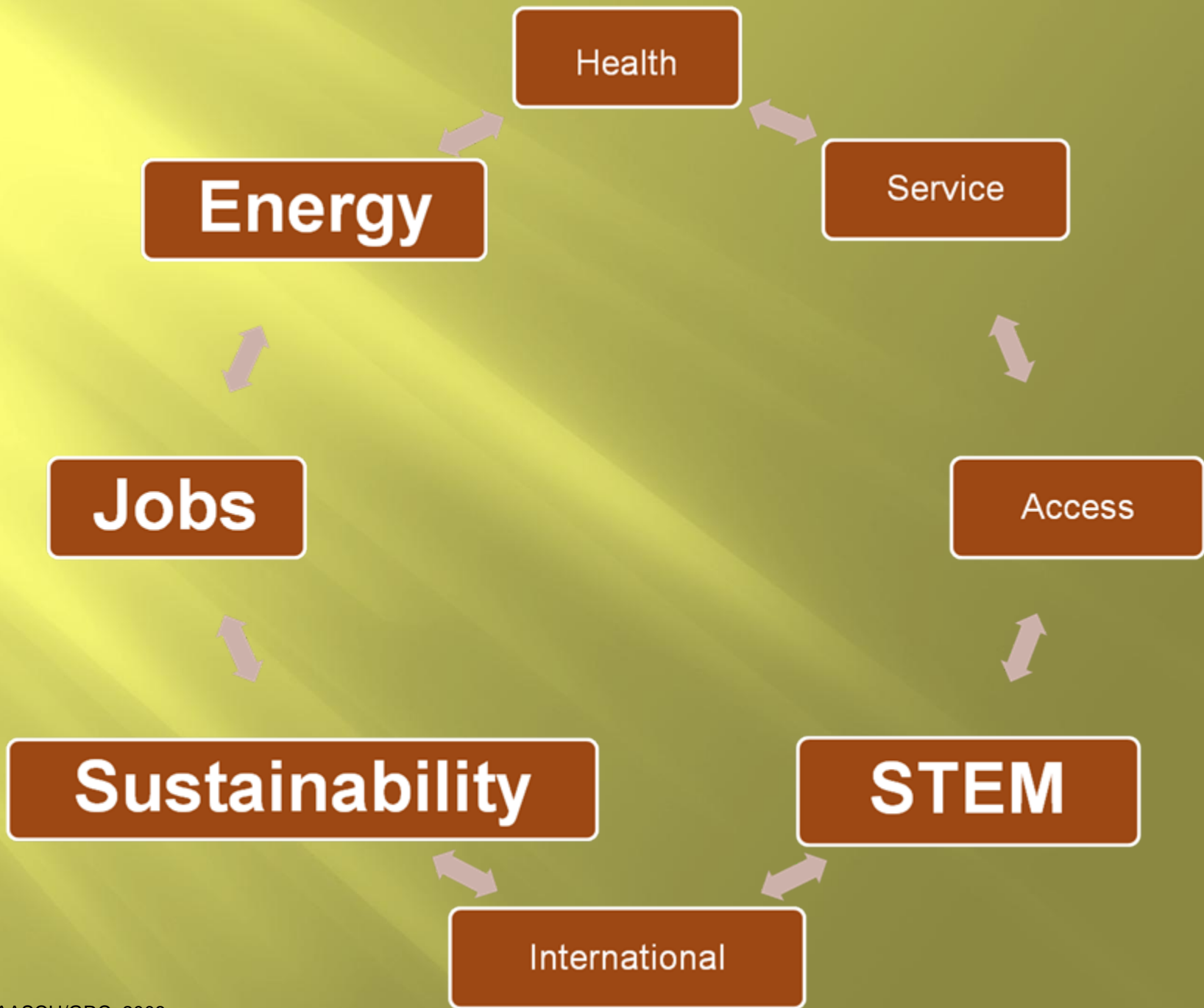
Proposal Writing Under the Obama Administration

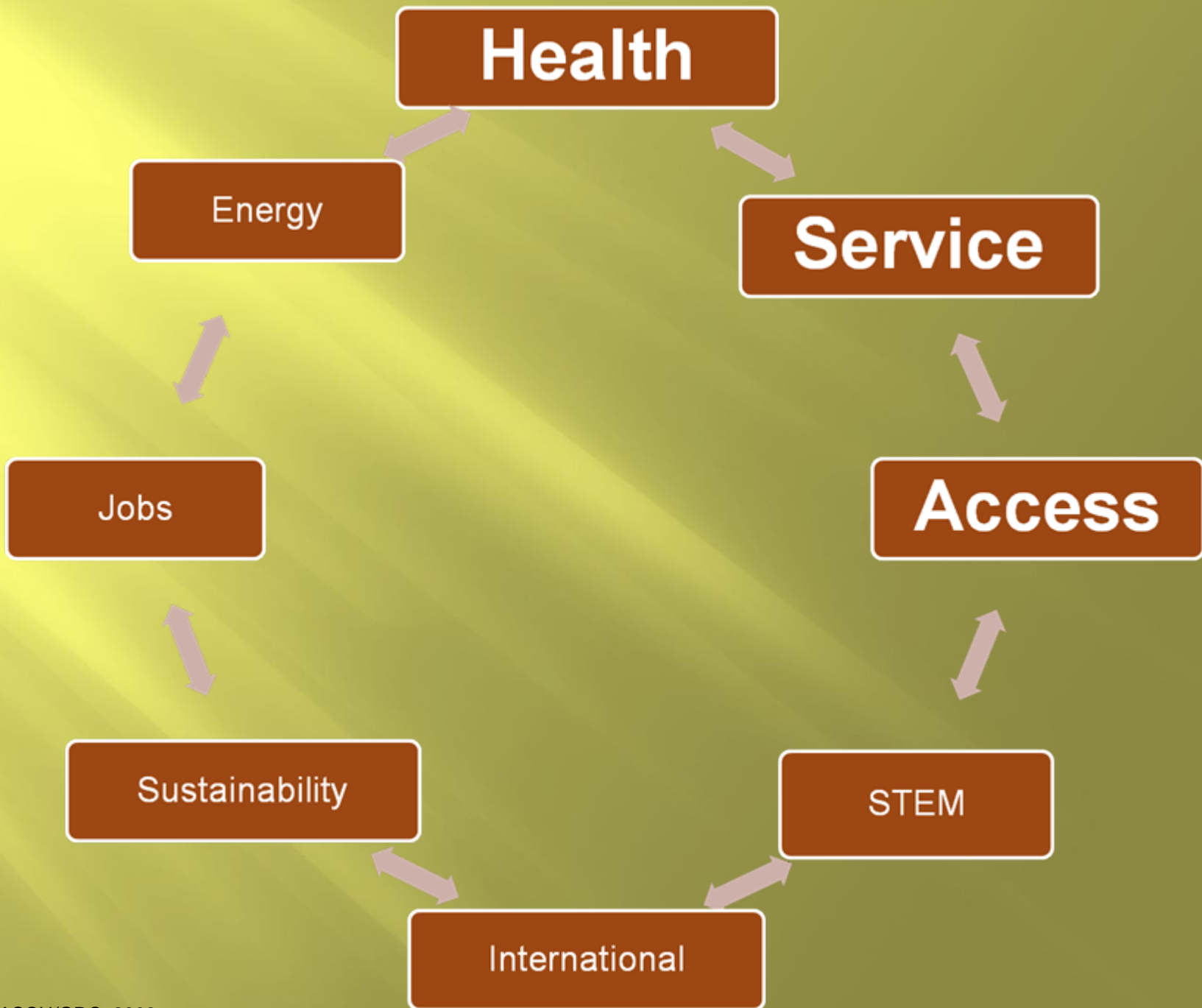
- ❑ Partnerships and collaboration are the orders of the day and we must re-think the way we approach these relationships: mutual benefit, long-term
- ❑ Conflict of interest issues must be reviewed for every project.
- ❑ Infrastructure to review the economic impact of ideas must be developed.
- ❑ Ethics need to take center stage.
- ❑ The role of higher education as regional economic engine, stewards of place, needs to be re-thought.

Funding Priorities

Health Care
Community Service
Access
STEM
Internationalization
Sustainability
Jobs
Energy Energy Energy







Strategy...for the institution

- Learn national/international priorities
- Know local/state environment priorities
- Assess institutional strengths
- Determine to be a constructive program force
- Accept what can't be changed
- Assess the local resources
- Collaboratively set targets and goals
- Set a win-win tone with Univ/regional partners
- Make ethics the cornerstone of your

Priorities for Sponsored Research

- ❖ Environmental and rural health challenges that impact the economy, quality of life, and biodiversity through biotechnology and agriculture
- ❖ Transformation and impact of teaching and learning at every educational level, and the impact of new technologies on education
- ❖ Undergraduate, K-12 research

Priorities for Sponsored Research

- ❖ Economic development, including partnerships between industry, university, and outreach projects to the community (Broad focus on numerous partnerships that enhance the greater good of society)
- ❖ Life span issues, particularly as they relate to health (Interdisciplinary early childhood education, family literacy, geriatrics)
- ❖ Globalization and internationalization

Inter-institutional & Community Relationships Essential

- ❑ Expands impact of the project
- ❑ Grounds R&D in regional and community needs
- ❑ Encourages self-examination of strengths
- ❑ Reduces duplication of resources
- ❑ Uses human capital and technology most effectively in research/learning

Approach to a Sound Proposal

Hypothesis

GrantSearch



Identify Funder



Outline
Proposal



(Project Management and Assessment Plans)

Write Proposal
(Budget)

The Hypothesis, Problem Statement or Research Question

- An explanation of the relationship being proposed.
- No more than three to five sentence paragraph.
- Elements include the following:
 - Statement of the research target (evidence of the importance of the issue)**
 - Hypothesis, research question or problem statement (clear identification of the variables and their proposed relationship)**
 - Quantitative/Qualitative criteria for measuring the solution (how the outcome will be measured, not a description of the specific outcome).**

Hypothesis, Research Question, or Problem Statement Defined

A hypothesis is a 'small' cause and effect statement about a specific set of circumstances. It represents an informed belief that a researcher or proposal writer possesses about a research issue before conducting a satisfactory number of experiments that could potentially disprove that belief.

The Approach Is Applicable to All Disciplines

- A \$100,000 NEH challenge grant to the South Dakota Humanities Council will help the Council raise \$300,000 to endow its Speakers Bureau Programs and Teacher Institutes on Native American Cultures.

\$100,000



\$300,000 endowment



Speakers Bureau & Teacher Training



Increased Student Cultural Knowledge

The Approach Is Applicable to All Disciplines

- A \$238,000 challenge grant from FIPSE to Allegheny College (MD) will overcome curriculum irrelevance, which prompts students to lose interest in their mathematics courses. Mathematics curriculum will be revised and made applicable to the health professions.

Mathematics Curriculum Revision

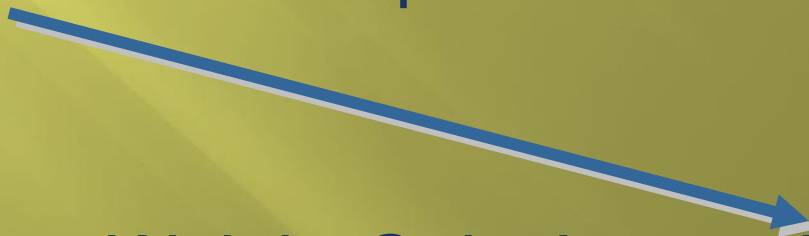


Increase Student Learning & Health Career Persistence

The Approach Is Applicable to All Disciplines

- USDA Institute for Research on Poverty (Univ. Of Wisc.) funded Middle Tennessee State University to study "The Effects of the Food Stamp Program on Weight Gained by Expectant Mothers."

Receipt of Food Stamps



Weight Gain Among Pregnant Women

In opposition to national trends, the incidence of AIDS among the homeless in Baltimore has increased by more than 30% in the last six years. The disease's progression for many of these individuals is accelerated by the fact that most of these homeless individuals are IV drug users. The establishment of a residential facility to house homeless individuals stricken with AIDS would provide a controlled environment for the treatment of both their addictions and illness.

Students in grades 5 and 6 are America's future. But the vast majority of these students are performing at sub-standard academic levels. This project aims to engage students in an applied research project analyzing the water quality of the Chesapeake Bay. Activities will include collecting samples, testing, analysis of impact and reporting results. The standardized science scores for students engaged in the project will improve by 12 percent.

Cardiovascular diseases is the leading cause of death in the United States, and five million years of potential life are estimated to be lost annually. Cardio-pulmonary resuscitation restores spontaneous circulation to about 70,000 cardiac arrest patients a year in the US, but 60% of these patients die subsequently in the hospital due to extensive brain damage and only 10% are able to resume their normal lifestyles. There are currently no approved drugs to improve patient quality of life or neurological function. A recent emerging trend suggests that use of the body's natural defense pathways, a mechanism called preconditioning, can lead to robust recovery and improved outcomes. First, I hope to quantify the injury precisely using brain rhythms, neurological behavior scoring and cell morphology in a rat model. Second, I hope to optimize the preconditioning effect. Finally, I hope to elucidate possible mechanisms of preconditioning and mimic the preconditioning effect through pharmacological intervention to establish the effectiveness of preconditioning pathways.

HYPOTHESIS STATEMENT

HYPOTHESIS

- Importance
- Relationship
- Assessment

HYPOTHESIS STATEMENT BECOMES

HYPOTHESIS

- Importance
- Relationship
- Assessment

PROPOSAL

Introduction

Background
Problem

Statement

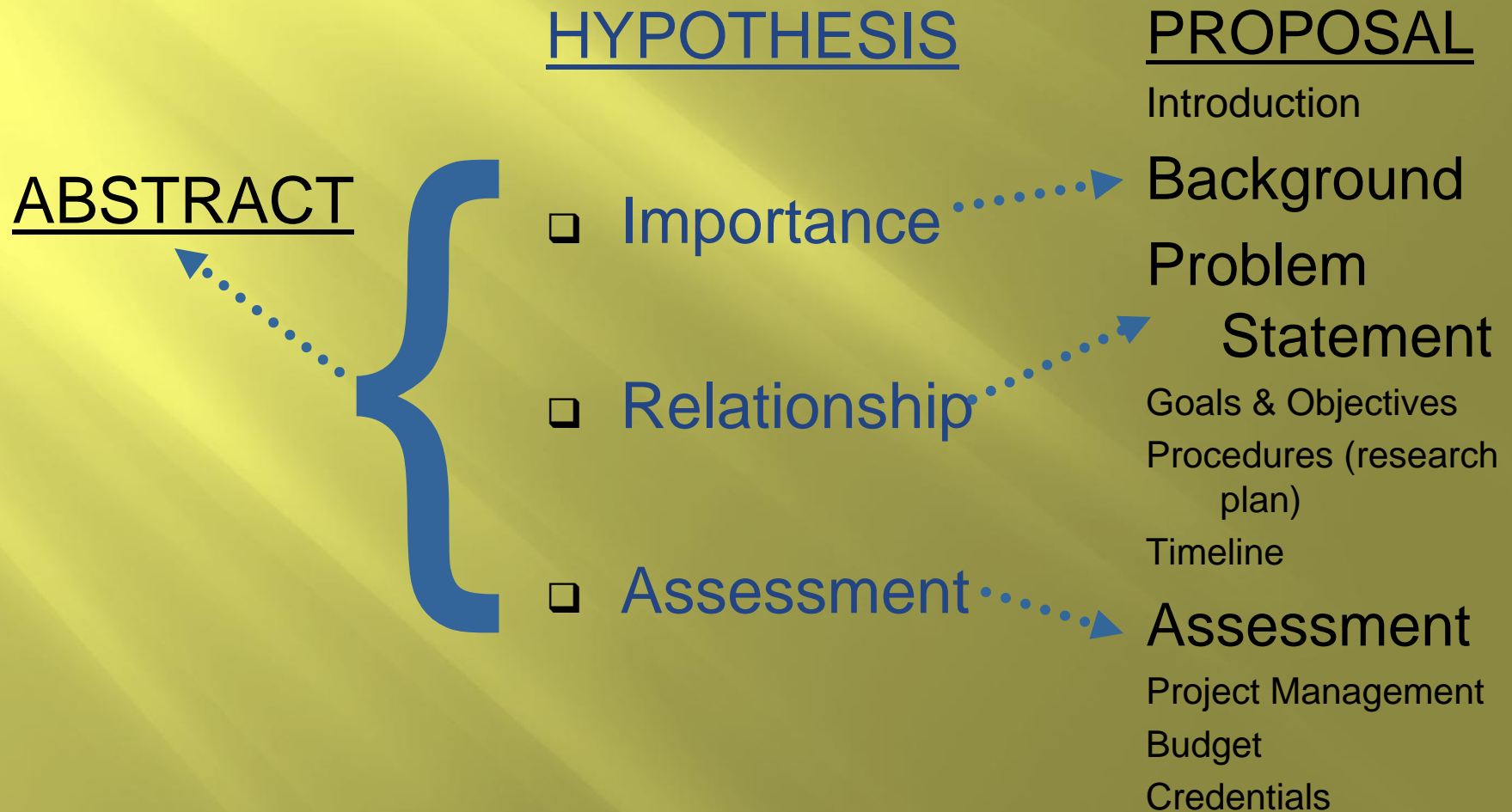
Goals & Objectives
Procedures (research
plan)

Timeline

Assessment

Project Management
Budget
Credentials

HYPOTHESIS STATEMENT BECOMES



Outline Your Proposal

- Entire document consistent with funder's criteria and guidelines
- Goals and objectives based on hypothesis statement
 - Goals should divide your project into its logical components.
 - Objectives should speak to goal attainment with a timeline and basis of assessment included.

The Best Proposals Tell a Story

- Action-based
- Outcome-oriented

How to Win at Wordcraft

Systematic Word Projector

0. integrated
1. total
2. systematized
3. parallel
4. functional
5. responsive
6. optional
7. synchronized
8. compatible
9. balanced

0. management
1. organizational
2. monitored
3. reciprocal
4. digital
5. logistical
6. transitional
7. incremental
8. third-generation
9. policy

0. options
1. flexibility
2. capability
3. mobility
4. programming
5. concept
6. time-phase
7. projection
8. hardware
9. contingency

Philip Broughton, Public Health Service

Avoid Using Gender-Specific Terms

- Plural
- Reword the sentence
(The PI demonstrated that his theory was correct.)
- Neutral expressions
- Avoid male-centric expressions



Clear Writing

- Avoid fuzzy or inappropriate use of words:

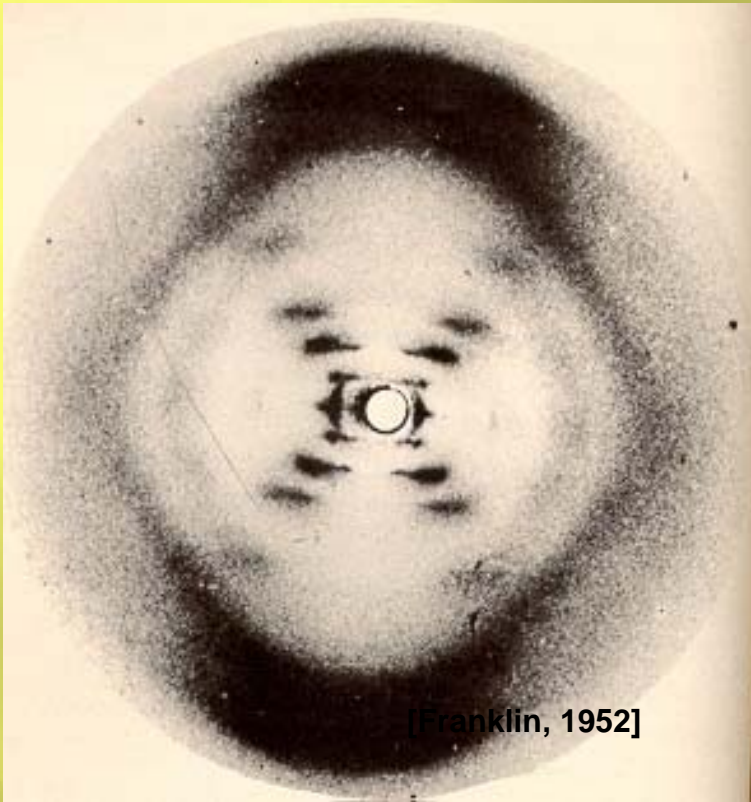
The intrinsic labyrinth of wires must be first disentangled. The liquid contents of container should then be disgorged via the spout by the operator.

Reviewer Writing Issues

- Disturb/Irritate
 - Spelling errors
 - Overusing technical terms
 - Using acronyms
- Confuse
 - Writing overly complex sentences
 - Failing to attend to paragraph coherence issues
 - Using passive voice
 - Including non-parallel lists
- Diminish Credibility
 - Failing to address criteria
 - Abstract, problem statement, budget disconnect
 - Failing to address assessment and administration
 - Including extraneous information



Failing to cite the contribution of others can be a blemish on (or fatal to) your career.



James Watson surreptitiously looked at Rosalind Franklin's work



Watson did not give enough credit to Franklin

[Rosalind Franklin's] colleague Maurice Wilkins, without obtaining her permission, made available to Watson and Crick her then unpublished X-ray diffraction pattern of the B form of DNA, which was crucial evidence for the helical structure. In his account of this discovery, Watson wrote,

"The instant I saw the [x-rays] my mouth fell open and my pulse began to race.... the black cross of reflections which dominated the picture could arise only from a helical structure... mere inspection of the X-ray picture gave several of the vital helical parameters."

Develop Reliable Timelines

- Useful to PI
- Tracking Aid to Sponsored Programs
- Required by Federal Agency

Encourage Direct Contact with Agency Program Officer

- ❑ Sound idea summary
- ❑ Get reviewer comments
- ❑ Check on proposal criteria

Find the Criteria for Funding for the Agency You Select.

- ❑ Study for a match to your idea
- ❑ Examine repeatedly during the writing process
- ❑ Ask for the detailed list that field readers use

Reader Evaluations Formats

- A sound assessment plan

5. Does the proposal have a balance of quantitative and qualitative measures? Does the assessment inform program development? Is there a schedule for assessment? Is the project leadership involved in the data collection and analysis system? Are the people identified as responsible for assessment appropriately trained and qualified.

1 2 3 4 5

Understand the Review Process

- Knowing two things is critical
 - the review criteria of the program
 - those who will be reviewing

- Identifying proposal winners and losers is easy for the experienced reader – become a reader

Don't Just Chase the \$

- ❑ **Build campus capacity**
- ❑ **Know community interests/resources/needs**
- ❑ **Establish a strategic program development mindset**

Mantra: think globally, act locally

QUESTIONS????

Office of Sponsored Programs