EMORY UNIVERSITY | Office of the Senior Vice President for Research

Grant Writing 101: How To Write a Grant Proposal

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Hello!

- MPH and PhD in epidemiology
- 15 years of experience in securing external funding
- Previous roles:
  - Consulting firm in health and healthcare organizations
  - Associate Vice President at Geisinger Health System
  - Assistant Vice Chancellor at University of Tennessee, Knoxville
  - President of the National Organization of Research Development Professionals (NORDP)
- Sr. Associate Vice President at Emory
- Sr. Director of the NORDP Consultants Program, which is dedicated to diversifying the research ecosystem by providing research development services to minority-serving and emerging research institutions
- With the NORDP Consultants Program have partnered with the National Science Foundation (NSF) to support emerging research institutions submitting applications to the NSF Enabling Partnerships to Increase Innovation Capacity (EPIIC) and Advancing Research Capacity of HBCUs

Experience with ARPA-H, CMS, CDC, DOD, DOEd, DOE, DOT, DHS, EPA, HRSA, HUD, NASA, NEA, NEH, NIH, NSF, SAMSHA, & USDA

Poll 1. What are you most interested in learning today?

Topics For Today

Federal Agencies – Intro

Federal Agencies

- 26 grant-making federal agencies
- Each agency has a unique mission; they vary greatly in their grant-making activity
- Funding for grants comes from the federal budget:
  - The budget planning begins a year before the budget is to go into effect.
  - Federal agencies create budget requests and submit them to the White House Office of Management and Budget (OMB).
  - OMB refers to the agencies' requests as it develops the budget proposal for the president.
  - The president submits the budget proposal to Congress early the next year.
  - Proposed funding is divided among 12 subcommittees, which hold hearings. Each is responsible for funding for different government functions such as defense spending or energy and water.
  - The House and Senate create their own budget resolutions, which must be negotiated and merged. Both houses must pass a single version of each funding bill.
  - Congress sends the approved funding bills to the president to sign or veto.

Federal Agencies – Types of Grants

Federal Agencies

1. **Research:** Includes traditional research by individual investigators, broadly based traditional research and other, research-related career programs, and the SBIR/STTR mechanism.

2. **Services:** Includes grants to deliver health, social, or other types of services; treatment and rehabilitation programs; education and information programs.

3. **Training:** Includes training programs for e.g. health professionals, agriculture professionals, and workplace safety.

4. **Other:** Includes grants for construction projects and infrastructure, planning and development, and evaluations.

Federal Agencies – Initial Approach

Federal Agencies

If your organization is new to federal grants:

- Know what you are proposing (define you project)
  - Great to focus on what your organization does well that you'd like to do more of (e.g. serving more people, expanding your catchment area, offering a complementary service to an existing program)
  - For true new initiatives, better chance if you can conduct a pilot before applying or reference other preliminary work that demonstrates that you will be successful if funded
- Review the mission of the grant-making federal agencies that you think could be a fit for your project
- Review well-matched federal agencies' organization structures, identify the directorate/branch/division that is the closest fit to your project, and review their goals
- This context is crucial for finding a potential funder
- THEN start looking for funding opportunities
- Consider talking to a program officer

Master class:

- Consider reviewing of the agency's budget request to OMB to get a heads up on new programs

Federal Agencies – List of Grant-Making Agencies

Federal Agencies

U.S. Agency for International Development (USAID) The Agency for International Development is an independent federal government agency that provides economic and humanitarian assistance in more than 100 countries to ensure a bett (https://www.usaid.gov)

AmeriCorps (AC) AmeriCorps is the federal agency connecting individuals and organizations through service and volunteering to tackle the nation's most pressing challenges. Learn more at https://americorps.gov.

U.S. Department of Agriculture (USDA) Established in 1862, the Department of Agriculture serves all Americans through anti-hunger efforts, through stewardship of nearly 200 million acres of national forest and rangelands, and through product safety and conservation efforts. The USDA opens markets for American farmers and ranchers and provides food for needy people around the world. (https://www.usda.gov)

U.S. Department of Commerce (DOC) The Department of Commerce fosters and promotes the nation's economic development and technological advancement through vigilance in international trade policy, domestic business policy and growth, and promoting economic progress at all levels. (https://www.commerce.gov)

U.S. Department of Defense (DOD) The Department of Defense provides the military forces needed to deter war and protect the security of the United States through five major areas: peacekeeping and war-fighting efforts, Homeland Security, evacuation and humanitarian causes. (http://www.dod.gov)

U.S. Department of Education (ED) The Department of Education ensures equal access to education and promotes educational excellence through coordination, management, and accountability in federal education programs. The Department works to supplement and complement educational efforts on all levels, encouraging increased involvement by the public, parents and students. (https://www.ed.gov)

U.S. Department of Energy (DOE) The Department of Energy's goal is to advance national, economic, and energy security in the U.S.; to promote scientific and technological innovation in support of that goal; and to ensure environmental cleanup of the national nuclear weapons complex. (http://www.energy.gov)

U.S. Department of Health and Human Services (HHS) The Department of Health and Human Services is the federal government's principal agency for protecting the health of all Americans and providing essential human services, especially to those who are least able to help themselves. (https://www.hhs.gov)

U.S. Department of Homeland Security (DHS) The Department of Homeland Security has three primary missions: Prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism and minimize the damage from potential attacks and natural disasters. (https://www.dhs.gov)

U.S. Department of Housing and Urban Development (HUD) The Department of Housing and Urban Development's mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination. HUD fulfills this mission through high ethical standards, management, and accountability, and by forming partnerships with community organizations. (http://www.hud.gov)

U.S. Department of the Interior (DOI) The Department of the Interior protects and provides access to the nation's natural and cultural heritage, including responsibilities to Indian tribes and island communities. Departmental goals include resource protection and usage, overseeing recreational opportunities, serving communities, and excellence in management. (https://www.doi.gov)

U.S. Department of Justice (DOJ) The Department of Justice enforces the law and defends the interest of the United States, ensuring public safety against threats foreign and domestic; providing federal leadership in preventing and controlling crime; seeking just punishment for those guilty of unlawful pursuits; and ensuring fair and impartial administration of justice for all Americans. (https://www.usdoj.gov)

U.S. Department of Labor (DOL) The Department of Labor fosters and promotes the welfare of job seekers, wage earners and retirees by improving their working conditions, advancing their opportunities, protecting their retirement and health benefits, and generally protecting worker rights and monitoring national economic measures. (https://www.dol.gov)

U.S. Department of State (DOS) The Department of State strives to create a more secure, democratic and prosperous world for the benefit of the American people and the international community. (https://www.state.gov)

U.S. Department of Transportation (DOT) The Department of Transportation's mission is to ensure fast, safe, efficient, accessible, and convenient transportation that meets vital national interests and enhances the quality of life of the American people, today and into the future. (https://www.dot.gov)

U.S. Department of the Treasury (TREAS) The Department of Treasury is a steward of United States economic and financial systems, promotes conditions for prosperity and stability in the U.S., and encourages prosperity and stability in the rest of the world. (https://www.treasury.gov)

U.S. Department of Veterans Affairs (VA) The Department of Veterans Affairs strives for excellence in patient care and veteran's benefits for its constituents through high-quality, prompt, and seamless service to United States veterans. (https://www.va.gov)

Environmental Protection Agency (EPA) The mission of the Environmental Protection Agency is to protect human health and the environment. Since 1970, the EPA has been working for a cleaner, healthier environment for the American people. (https://www.epa.gov)

Institute of Museum and Library Services (IMLS) The Institute of Museum and Library Services is the primary source of federal support for the nation's 122,000 libraries and 17,500 museums. The Institute serves as a leader in providing services to enhance learning, sustain cultural heritage, and increase civic participation. (https://www.imls.gov)

National Aeronautics and Space Administration (NASA) The National Aeronautics and Space Administration serves as the nation's forefront of such exploration and continues to pioneer in aeronautics, exploration systems, science, and space operations. (https://www.nasa.gov)

National Archives and Records Administration (NARA) The National Archives and Records Administration enables people to inspect the record of what the federal government has done, enables officials and agencies to review their actions, and helps citizens hold them accountable. (https://www.archives.gov)

National Endowment for the Arts (NEA) The National Endowment for the Arts is a public agency dedicated to supporting excellence in the arts, bringing the arts to all Americans, and providing leadership in arts education. The Endowment is the largest national source of funds for the arts. (http://www.nea.gov)

National Endowment for the Humanities (NEH) The National Endowment for the Humanities is an independent grant-making agency of the United States government dedicated to supporting research, education, preservation, and public programs in the humanities. (https://www.neh.gov)

National Science Foundation (NSF) The National Science Foundation is an independent federal agency created to promote the progress of science, to advance the national health, prosperity, and welfare, and to secure the national defense. The NSF annually funds approximately 20 percent of basic, federally-supported college and university research. (https://www.nsf.gov)

Small Business Administration (SBA) The Small Business Administration maintains and strengthens the nation's economy by aiding, counseling, assisting, and protecting the interests of small businesses, and by helping families and businesses recover from national disasters. (https://www.sba.gov)

Social Security Administration (SSA) The Social Security Administration advances the economic security of the nation's people through compassionate and vigilant leadership in shaping and managing America's Social Security programs. (https://www.ssa.gov)

Finding Funding Intro

Find $ & Anatomy of an RFP

- Once you know which agency and directorate/branch/division, subscribe to their email listserv!
- Grants.gov: New federal solicitations are released announced
- System for Award Management (SAM) Contract Opportunities: A single government point of entry for federal government procurement opportunities over $25,000 (Formerly FedBizOpps.gov)
- Many subscription services, e.g. Pivot, GrantForward

Master class:

- Formally: Request For Proposals, Request for Applications, Notice of Funding Announcement, Program Announcement, Dear Colleague Letter, Notice of Intent, Notice of Special Interest all mean slightly different types of announcements

Anatomy of an RFP

Initial Review (answering the question: Can we apply?):

- Funder
- Purpose
- Eligibility
- Stages of the application (e.g. letter of interest, pre-proposal, full application)
- Due Date
- Budget limit

Anatomy of an RFP

Find $ & Anatomy of an RFP

U.S. Department of Health and Human Services

HRSA

Health Resources & Services Administration

NOTICE OF FUNDING OPPORTUNITY

Fiscal Year 2024

Bureau of Primary Health Care

Health Center Program

Service Area Competition

Funding Opportunity Number: HRSA-24-069

Funding Opportunity Types: Competing Continuation, Competing Supplement, New

Assistance Listings Number: 93.224

Application Due Date in Grants.gov:
September 18, 2023

Supplemental Information Due Date in EHBs: October 18, 2023

Ensure your SAM and Grants.gov registrations and passwords are current immediately!

HRSA will not approve deadline extensions for lack of registration.

Registration in all systems may take up to one month to complete.

Issuance Date: July 20, 2023

Julia Tillman and Chrissy James
Public Health Analysts, Bureau of Primary Health Care
Office of Policy and Program Development
Contact: https://bphccommunications.secure.force.com/ContactBPHC/BPHC_Contact_Form
Phone: (301) 594-4300
Service Area Competition Technical Assistance webpage

See Section VII for a complete list of agency contacts.

Authority: Section 330 of the Public Health Service (PHS) Act (42 U.S.C. § 254b)

Funder

Due Date

Supplemental Info Due Date

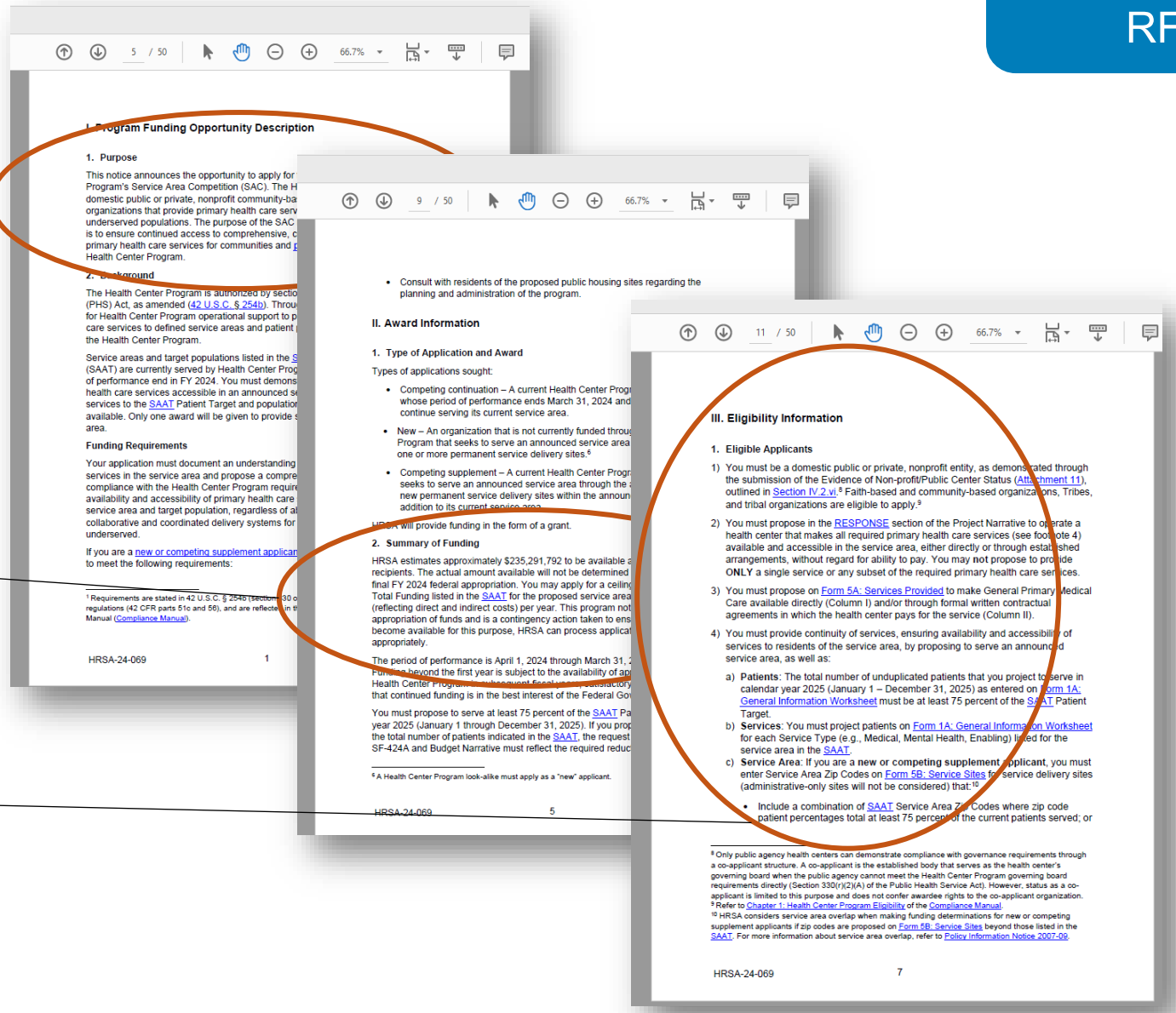
Anatomy of an RFP

Find $ & Anatomy of an RFP

Purpose

Funding/Budget

Eligibility



I. Program Funding Opportunity Description

1. Purpose

This notice announces the opportunity to apply for Program's Service Area Competition (SAC). The H domestic public or private, nonprofit community-ba organizations that provide primary health care serv underserved populations. The purpose of the SAC is to ensure continued access to comprehensive, c primary health care services for communities and Health Center Program.

2. Background

The Health Center Program is authorized by sectio (PHS) Act, as amended (42 U.S.C. § 254b). Throu for Health Center Program operational support to care services to defined service areas and patient the Health Center Program.

Service areas and target populations listed in the (SAAT) are currently served by Health Center Prog of performance end in FY 2024. You must demons health care services accessible in an announced s services to the SAAT Patient Target and populatio available. Only one award will be given to provide area.

Funding Requirements

Your application must document an understanding services in the service area and propose a compre compliance with the Health Center Program require availability and accessibility of primary health care service area and target population, regardless of a collaborative and coordinated delivery systems for underserved.

If you are a new or competing supplement applicant to meet the following requirements:

[1] Requirements are stated in 42 U.S.C. § 254b (section 330 o regulations (42 CFR parts 51c and 56), and are reflected in th Manual (Compliance Manual).

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- Consult with residents of the proposed public housing sites regarding the planning and administration of the program.

II. Award Information

1. Type of Application and Award

Types of applications sought:

- Competing continuation – A current Health Center Progr whose period of performance ends March 31, 2024 and continue serving its current service area.
- New – An organization that is not currently funded throu Program that seeks to serve an announced service area one or more permanent service delivery sites.[6]
- Competing supplement – A current Health Center Progr seeks to serve an announced service area through the new permanent service delivery sites within the announ addition to its current service area.

HRSA will provide funding in the form of a grant.

2. Summary of Funding

HRSA estimates approximately $235,291,792 to be available a recipients. The actual amount available will not be determined final FY 2024 federal appropriation. You may apply for a ceiling Total Funding listed in the SAAT for the proposed service area (reflecting direct and indirect costs) per year. This program not appropriation of funds and is a contingency action taken to ens become available for this purpose, HRSA can process applicat appropriately.

The period of performance is April 1, 2024 through March 31, 2 Funding beyond the first year is subject to the availability of ap Health Center Program, subsequent fiscal year satisfactory that continued funding is in the best interest of the Federal Gov

You must propose to serve at least 75 percent of the SAAT Pa year 2025 (January 1 through December 31, 2025). If you prop the total number of patients indicated in the SAAT, the request SF-424A and Budget Narrative must reflect the required reduc

[6] A Health Center Program look-alike must apply as a "new" applicant.

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III. Eligibility Information

1. Eligible Applicants

1) You must be a domestic public or private, nonprofit entity, as demonstrated through the submission of the Evidence of Non-profit/Public Center Status (Attachment 11), outlined in Section IV.2.vi.[8] Faith-based and community-based organizations, Tribes, and tribal organizations are eligible to apply.[9]
2) You must propose in the RESPONSE section of the Project Narrative to operate a health center that makes all required primary health care services (see footnote 4) available and accessible in the service area, either directly or through established arrangements, without regard for ability to pay. You may **not** propose to provide **ONLY** a single service or any subset of the required primary health care services.
3) You must propose on Form 5A: Services Provided to make General Primary Medical Care available directly (Column I) and/or through formal written contractual agreements in which the health center pays for the service (Column II).
4) You must provide continuity of services, ensuring availability and accessibility of services to residents of the service area, by proposing to serve an announced service area, as well as:
   a) **Patients**: The total number of unduplicated patients that you project to serve in calendar year 2025 (January 1 – December 31, 2025) as entered on Form 1A: General Information Worksheet must be at least 75 percent of the SAAT Patient Target.
   b) **Services**: You must project patients on Form 1A: General Information Worksheet for each Service Type (e.g., Medical, Mental Health, Enabling) listed for the service area in the SAAT.
   c) **Service Area**: If you are a **new or competing supplement applicant**, you must enter Service Area Zip Codes on Form 5B: Service Sites for service delivery sites (administrative-only sites will not be considered) that:[10]
      - Include a combination of SAAT Service Area Zip Codes where zip code patient percentages total at least 75 percent of the current patients served; or

[8] Only public agency health centers can demonstrate compliance with governance requirements through a co-applicant structure. A co-applicant is the established body that serves as the health center's governing board when the public agency cannot meet the Health Center Program governing board requirements directly (Section 330(r)(2)(A) of the Public Health Service Act). However, status as a co-applicant is limited to this purpose and does not confer awardee rights to the co-applicant organization.
[9] Refer to Chapter 1: Health Center Program Eligibility of the Compliance Manual.
[10] HRSA considers service area overlap when making funding determinations for new or competing supplement applicants if zip codes are proposed on Form 5B: Service Sites beyond those listed in the SAAT. For more information about service area overlap, refer to Policy Information Notice 2007-09.

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Anatomy of an RFP

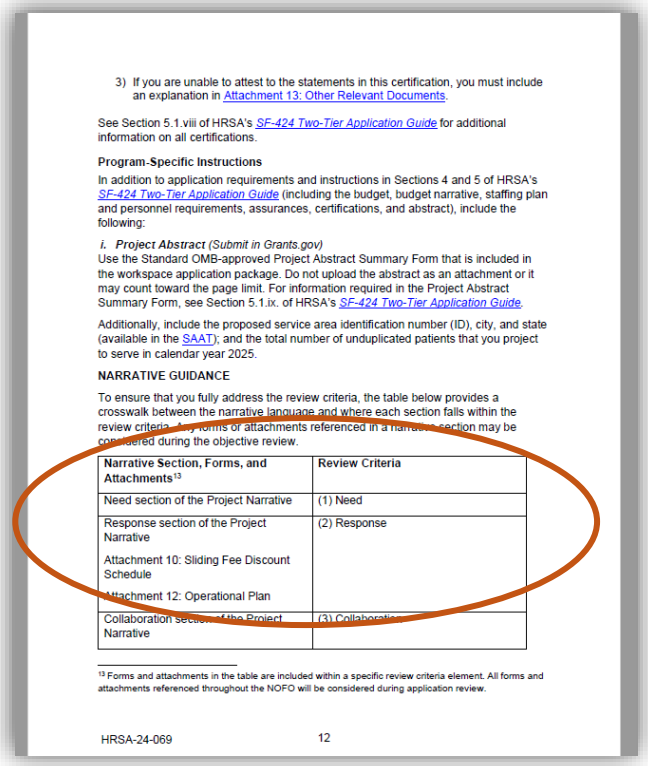
Find $ & Anatomy of an RFP

Further Review:

- Threshold issues (info to answer the question: Should we apply?)
  - Factors influence your organization's ability to perform the work requested (e.g. timing, scope)
  - Aspects that may make it difficult for your organization to meet all other requirements (e.g. matching funds)
  - Considerations related to your organization's competitiveness
- Read:
  - Background
  - Project narrative
  - Review criteria

Master class:

- Who currently has this award?
- Who is likely to compete?
- Should we lead or partner?



3) If you are unable to attest to the statements in this certification, you must include an explanation in Attachment 13: Other Relevant Documents.

See Section 5.1.viii of HRSA's *SF-424 Two-Tier Application Guide* for additional information on all certifications.

Program-Specific Instructions

In addition to application requirements and instructions in Sections 4 and 5 of HRSA's *SF-424 Two-Tier Application Guide* (including the budget, budget narrative, staffing plan and personnel requirements, assurances, certifications, and abstract), include the following:

i. Project Abstract *(Submit in Grants.gov)*
Use the Standard OMB-approved Project Abstract Summary Form that is included in the workspace application package. Do not upload the abstract as an attachment or it may count toward the page limit. For information required in the Project Abstract Summary Form, see Section 5.1.ix. of HRSA's *SF-424 Two-Tier Application Guide*.

Additionally, include the proposed service area identification number (ID), city, and state (available in the SAAT); and the total number of unduplicated patients that you project to serve in calendar year 2025.

NARRATIVE GUIDANCE

To ensure that you fully address the review criteria, the table below provides a crosswalk between the narrative language and where each section falls within the review criteria. Any forms or attachments referenced in a narrative section may be considered during the objective review.

Narrative Section, Forms, and Attachments[13]	Review Criteria
Need section of the Project Narrative	(1) Need
Response section of the Project Narrative Attachment 10: Sliding Fee Discount Schedule Attachment 12: Operational Plan	(2) Response
Collaboration section of the Project Narrative	(3) Collaboration

[13] Forms and attachments in the table are included within a specific review criteria element. All forms and attachments referenced throughout the NOFO will be considered during application review.

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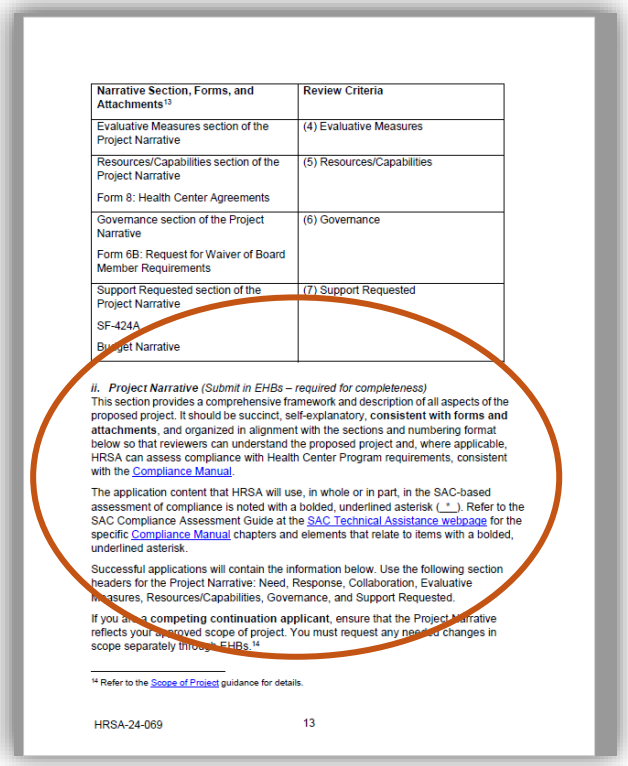

Narrative Section, Forms, and Attachments[13]	Review Criteria
Evaluative Measures section of the Project Narrative	(4) Evaluative Measures
Resources/Capabilities section of the Project Narrative Form 8: Health Center Agreements	(5) Resources/Capabilities
Governance section of the Project Narrative Form 6B: Request for Waiver of Board Member Requirements	(6) Governance
Support Requested section of the Project Narrative SF-424A Budget Narrative	(7) Support Requested

ii. Project Narrative *(Submit in EHBs – required for completeness)*
This section provides a comprehensive framework and description of all aspects of the proposed project. It should be succinct, self-explanatory, **consistent with forms and attachments**, and organized in alignment with the sections and numbering format below so that reviewers can understand the proposed project and, where applicable, HRSA can assess compliance with Health Center Program requirements, consistent with the Compliance Manual.

The application content that HRSA will use, in whole or in part, in the SAC-based assessment of compliance is noted with a bolded, underlined asterisk (*****). Refer to the SAC Compliance Assessment Guide at the SAC Technical Assistance webpage for the specific Compliance Manual chapters and elements that relate to items with a bolded, underlined asterisk.

Successful applications will contain the information below. Use the following section headers for the Project Narrative: Need, Response, Collaboration, Evaluative Measures, Resources/Capabilities, Governance, and Support Requested.

If you are a **competing continuation applicant**, ensure that the Project Narrative reflects your approved scope of project. You must request any needed changes in scope separately through EHBs.[14]

[14] Refer to the Scope of Project guidance for details.

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Go / No-Go Decision

Go/No-Go

Are we going to apply?

- Different organizational and personal philosophies on submitting proposals
- Identify those threshold issues
    - Factors influence your organization's ability to perform the work requested (e.g. timing, scope)
    - Aspects that may make it difficult for your organization to meet all other requirements (e.g. matching funds)
    - Considerations related to your organization's competitiveness
- Know who needs to weigh in
- Make a decision and stick to it

Poll 2. Which aspect of grant writing makes you the most nervous?

Tips for Writing (general)

Writing

- Follow the instructions, especially highly prescriptive solicitations
  - Highly prescriptive = Funding agencies has many very specific writing instructions and detailed information on the services to be provided
  - Do not provide an intro if they didn't request it
  - Leave the description of your organization to the organizational capacity section (often at the end)

- Use TK to write quickly early on
  - "TK" is journalistic shorthand for information to come
  - It's also easy to ctrl + F because it's an uncommon letter combinations
  - Use it as a placeholder for data, references, or other pieces of info that will take time to look up (and possibly distract you from writing)
  - Focus on the structure of the argument you are making first

Tips for Writing (general)

Writing

- Quantify (especially in need statement, org capacity, and work plan)
  - Number make it feel real
  - Use numbers when possible: integers, fractions, percentiles
  - Phrases you can use too: #1, leading, top 5, top 10, most, highest, second only to
  - Examples:
  - Cardiovascular disease is a major cause of death …… becomes …. CVD is the #1 cause of death
  - Many Americans are overweight or obese …. becomes …. Nearly 2/3 of Americans are overweight or obese
  - We will recruit several community partners … becomes … We will recruit 5 community partners

- Know the reviewers (or assume they do not know you)
  - Some review panels are public; most are not
  - Assume the reviewer has never heard of your organization regardless of how longstanding it is
  - Assume they have never heard of your city or community and do not know its reputation
  - Some reviewers may not be familiar with your field

Tips for Writing (general)

Writing

- Know your differentiators
  - Identify three things that set your organization apart from others
  - Echo them throughout the proposal
  - Differentiators sound like: we are the only, the largest, the oldest, the best, the primary, serve the most number, among the top ten

- Know your win themes for this project
  - Identify three win themes and echo them throughout the project
  - Can be the same as your differentiators or building off them
  - Win themes can also be about your target population or community
  - They might also address a weakness head-on by inverting it

- Master class: Anticipate your competition's win themes and strategize

Tips for Writing (recent real example)

Writing

Likely competitors:

- People proposing to create a new program (no track record) in the same niche
- For-profit consultants with experience performing similar work
- People proposing to hire consultants but cannot name them, they aren't vetted yet

My differentiators:

- Only currently operating program in this niche nationally
- Services exclusively provided with external funding; cannot be bought unless it's through a grant
- Use vetted consultants (already have 15 approved consultants)

My win themes

- Program was successfully pilot tested with lessons learned
- Already have positive early results
- Activities and results emphasize sustainable changes

Tips for Writing (statement of need / significance)

Writing

- Use the funnel

Problem Statement In Here

1. Start with the biggest geography that makes sense (might be worldwide or country) and/or most dramatic end point (often mortality or severe morbidity)
2. Move to smaller most relevant geographies (e.g. state, city, neighborhood) and/or group of people (e.g. by sex or race)
3. Move to less severe / upstream end points
4. Move to relevant exacerbating or protective factors
5. Introduce some of the most relevant studies or previous initiatives that your work builds on
6. "However, no studies have [done the thing we are going to do]." Or no one provides this service.
7. We'll do it.
8. "At the end of this project, we will have [what you will learn]."

Gap

Tips for Writing (work plan)

Writing

- Work plan is the heart of a service proposal
- Award-winning Work Plan Template
- Depending on instructions, eval metrics might be swapped out for person responsible or timeline
- Must map to the logic model and evaluation plan, finalize your work plan first

Objective	Activities	Evaluation Metrics
Goal 1: kgjskdfjsdifjpsk		
Objective 1.1: asjalkjakldsk	Activity 1.1.1 jhgisghgihskjaldkaj Activity 1.1.2 jghkfskfjoaodiajjf	Metric 1.1.1 ajksdakdjakja Metric 1.1.2 skdjfsjf;k;ja
Objective 1.2: asjalkjakldsk	Activity 1.2.1 jhgisghgihskjaldkaj Activity 1.2.2 jghkfskfjoaodiajjf	Metric 1.2.1 ajksdakdjakja Metric 1.2.2 skdjfsjf;k;ja
Objective 1.3: asjalkjakldsk	Activity 1.3.1 jhgisghgihskjaldkaj Activity 1.3.2 jghkfskfjoaodiajjf Activity 1.3.3 skadjadkas	Metric 1.3.1 ajksdakdjakja Metric 1.3.2 skdjfsjf;k;ja Metric 1.3.3 lkjgshfhadjki
Goal 2: aksdjalskdnkalsdlska		
Objective 2.1: asjalkjakldsk	Activity 2.1.1 jhgisghgihskjaldkaj Activity 2.1.2 jghkfskfjoaodiajjf	Metric 2.1.1 ajksdakdjakja Metric 2.1.2 skdjfsjf;k;ja
Objective 2.2: asjalkjakldsk	Activity 2.2.1 jhgisghgihskjaldkaj Activity 2.2.2 jghkfskfjoaodiajjf	Metric 2.2.1 ajksdakdjakja Metric 2.2.2 skdjfsjf;k;ja

Tips for Writing (work plan)

Writing

- Goals are the organizing structure and must be distinct from each other
- Objectives should be major milestones in support of goal
- Activities are the baby steps

Objective	Activities	Evaluation Metrics
Goal 1: kgjskdfjsdifjpsk		
Objective 1.1: asjalkjakldsk	Activity 1.1.1 jhgisghgihskjaldkaj Activity 1.1.2 jghkfskfjoaodiajjf	Metric 1.1.1 ajksdakdjakja Metric 1.1.2 skdjfsjf;k;ja
Objective 1.2: asjalkjakldsk	Activity 1.2.1 jhgisghgihskjaldkaj Activity 1.2.2 jghkfskfjoaodiajjf	Metric 1.2.1 ajksdakdjakja Metric 1.2.2 skdjfsjf;k;ja
Objective 1.3: asjalkjakldsk	Activity 1.3.1 jhgisghgihskjaldkaj Activity 1.3.2 jghkfskfjoaodiajjf Activity 1.3.3 skadjadkas	Metric 1.3.1 ajksdakdjakja Metric 1.3.2 skdjfsjf;k;ja Metric 1.3.3 lkjgshfhadjki
Goal 2: aksdjalskdnkalsdlska		
Objective 2.1: asjalkjakldsk	Activity 2.1.1 jhgisghgihskjaldkaj Activity 2.1.2 jghkfskfjoaodiajjf	Metric 2.1.1 ajksdakdjakja Metric 2.1.2 skdjfsjf;k;ja
Objective 2.2: asjalkjakldsk	Activity 2.2.1 jhgisghgihskjaldkaj Activity 2.2.2 jghkfskfjoaodiajjf	Metric 2.2.1 ajksdakdjakja Metric 2.2.2 skdjfsjf;k;ja

Tips for Writing (metrics)

Writing

Some examples of language that may be needed for program evaluation, specifically metrics:

For service grants, an appropriate metric for many activities is “how many”

How many attendees? Participants? Meetings? Sessions? Hours? Tests?

Activities	Outputs	Outcomes
Cohort Activities		
Virtual monthly meetings	Number of meetings held Number of attendees	Number of teams formed among cohort participants Number of co-authored publications among cohort participants Number of subsequent activities pursued among cohort participants
In-person annual meetings	Number of meetings held Number of attendees Number of institutions represented	
Online forum (e.g. MS Teams)	Number of members in forum Number of comments posted Number of documents stored	
Partnership Building Activities (with corporate, academic, community, government, or other partners)		
Staff / consultant hired	Staff / consultant hired	Number of subsequent activities pursued
Engagement strategy	Strategy developed Number of objectives identified Number of objectives achieved	Number of teams formed Number of subsequent activities pursued
Software implementation (e.g. CRM system)	Software implemented Number of records created	Improved efficiency and tracking of partnership activites
Target partners	Number of partners targeted Number of meetings with partners Number of MOUs signed	Number of teams formed Number of subsequent activities pursued
Partnership building events, e.g. speed networking, colloquium,	Number of events Number of presentations Number of registrants from each partner Number of attendees from each partner	Number of teams formed Number of subsequent activities pursued

Tips for Writing (evaluation)

Writing

Some examples of language that may be needed for program evaluation

Method	Sources	Process
Document review	Meetings attendance Progress reports Policies Engagement plan Work Plan Contracts and agreements	The evaluation team will review the <<sources>> to assess performance on the relevant metrics quarterly. The team will extract the relevant metrics and document track them over time.
Key informant interviews	Faculty Administrators Partners Funding agencies Program participants	The evaluation team will identify approximately 12 representative <<source>> key informants to interview. The team will develop a set of six core questions to guide the conversations allowing for follow-up questions for clarity and explanation of concepts. The evaluation team will invite each interviewee to participate by explaining the intention of the interview and providing a copy of the core questions. All interviews will be scheduled during a 2-week period and each will take 45 minutes to 1 hour. The evaluation team will record the interviews for reference unless the respondent requests otherwise. At the conclusion of the interviews, the team will summarize the interviews and identify common themes.
Survey	Faculty Administrators Partners Funding agencies Program participants	The target audience is <<source>>. The evaluation team will develop a survey with approximately 10-15 questions, including a mix of multiple choice, Likert scale, and free form responses. The survey will take 15-20 minutes to complete. The evaluation team will administer the survey via an electronic link distributed by email. The survey will be open for 2 weeks and respondents will receive up to three reminders to complete the survey. The evaluation team will conduct univariate and bivariate analyses on the quantitative responses and thematically summarize the free form responses.

Section D. Evaluation Frequency

Below are ***examples*** of how frequently the evaluation team might conduct their activities.

Quarterly

Quarterly, the evaluation team will prepare a Quarterly Evaluation Report (QER). The QER will feature a single slide dashboard that displays key metrics followed by more detailed documentation of the evaluation activities conducted that quarter. The QER will primarily focus on summarizing activities of the cohort. The team will conduct a document review to update progress for the dashboard as well as summarize results from other evaluation activities, e.g. key informant interviews and surveys, conducted that quarter. The QER will highlight emerging best practices. The Cohort Evaluation Committee will review the QER with the evaluation team and identify opportunities for improvement as well as areas that require further investigation.

Annually

Annually, the evaluation team will prepare an Annual Evaluation Report (AER). The AER will feature a single slide dashboard that displays key metrics followed by more detailed documentation of the evaluation activities conducted over the course of the year. The AER will summarize activities of the cohort and present a profile of activity and metrics for each cohort intuitional member. The team will conduct a document review to update progress for the dashboard as well as summarize results from other evaluation activities, e.g. key informant interviews and surveys, conducted during the past year. The AER will also include a synthesis of program evaluation insights generating during the past year, including best practices, as well as, a summary of quality improvement initiative and progress made on those initiatives. The Cohort Evaluation Committee will review the AER with the evaluation team and identify major strategies to be altered or updated over the upcoming year.

Budget & Supplemental Docs

- Logic Model
- Budget
- Budget Justification
- Biosketch

Universities often have templates on their website: https://www.siue.edu/funding/pre-award/templates.shtml

Budget & Supplemental Docs (logic model)

Budget & Supplemental Docs

Inputs	Activities	Outputs	Outcomes (can be split as short-term and mid-term)	Impact (sometimes called long-term outcomes)
To implement our proposed project, we will need the following (e.g., staff, major partners):	We will implement and evaluate the following activities:	We expect that once completed or in progress, these activities will produce the following outputs	We expect that if completed or ongoing, these activities will lead to the following measureable changes	We expect that if completed, these activities will lead to the following long term sustainable outcomes
Persons responsible	Activities	Activity-based metrics	Based on objectives	Goals

Budget & Supplemental Docs (budget)

Budget & Supplemental Docs

Categories In Federal Budgets	Description
Personnel	For people directly working on the project (Salary x FTE)
Fringe Benefits	Fringe benefit rate (your organization will have a rate)
Travel	Use GSA rates (GSA.gov) to estimate (flight, mileage, hotel, ground transportation per diem)
Equipment	Only equipment >$5,000 usually
Supplies	Laptops, giant sticky notes, note pads
Contractual / Consultant	Payments for consultants
Subawards	Subawards to other organizations
Construction	Only used in constructions grants
Participant/Trainee Support Costs	Only used in specific research/training programs; see specific guidance if this is applicable
Fee (only SBIR/STTR)	Only for for-profit applicants, up to 7%
Other	Anything else
Indirect costs or F&A	Use the rate in you NICRA, de minimis (10% / soon 15%), or calculate

Budget & Supplemental Docs (budget justification)

- Should be called the “budget explanation”
- Typically, an unscored section
- Only an explanation of costs
- You are not trying to convince or justify anything
- Do not expand on the narrative; nothing new should be there
- Often only 1-2 pages even for large budgets
- Several examples here: https://ras.mit.edu/grant-and-contract-administration/preparing-and-submitting-proposal/budget-development/sample-budget

Budget & Supplemental Docs (biosketch)

Budget & Supplemental Docs

- Follow the template from the agency
- If no template for that agency, adopt the HRSA, NIH, NSF biosketch

HRSA template picture here:

- Name, position, list all degrees
- Personal statement: Chunky paragraph
- List positions and honors

BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors.
Follow this format for each person. **DO NOT EXCEED FIVE PAGES.**

NAME:

POSITION TITLE:

EDUCATION/TRAINING *(Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable. Add/delete rows as necessary.)*

INSTITUTION AND LOCATION	DEGREE *(if applicable)*	Completion Date MM/YYYY	FIELD OF STUDY

A. Personal Statement

B. Positions and Honors

Parting Words – Grant Writing Wisdom

Never confuse a grant with real life

- Always present the truth but it doesn't have to be exhaustive, you are making a convincing argument
- You are budgeting for an ideal (e.g. you can hire on Day 1, no one ever quits, every participant completes every activity on time) and that's okay
- The reviewers do not know you, your organization, or your community; you must tell them

Poll 3: Did you learn something about grant writing today?

Questions?

SBIR/STTR Overview

- Identify the federal agency to which you should apply (many have an agency-wide SBIR/STTR program)
- USDA, DOC, DOD, ED, DOE, DHHS, DHS, DOT, EPA, NASA, NSF
- Attend a SBIR/STTR webinar or presentation offered by the agency of SBA
- Prep a one-page summary of your busines, technology, and specific proposed project
- Talk to the program officer about your idea (many POs are HAPPY to do this)
- Company must be for-profit, U.S. owned/operated, and under 500 people
- Focus is on performing R&D – Not purchasing equipment, commercializing a technology that has already been developed, or one that has very low risk and only needs capital

https://www.sbir.gov/about