

The Essentials of Grant Writing for Research Administrators and Program Managers

RTRN Administrative Coordinating Center

Project Director, Nicole L. Crowell, MS

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HUNTER



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What exactly is a grant?

- A giving of funds for a specific purpose
- Deliverables and outcomes are expected
- Project or study is expected to be carried out within a particular timeframe



Getting Started

- ▶ Locate the right funding opportunity
- ▶ Understand the mission of the sponsoring organization
- ▶ Brainstorm for ideas
- ▶ Do your research: Know your subject area!



Current problems or issues needing further exploration, development or solutions; What is the current state of the art

- ▶ Assemble a team: Determine the expertise, knowledge and skillsets that will be needed to carry out the project



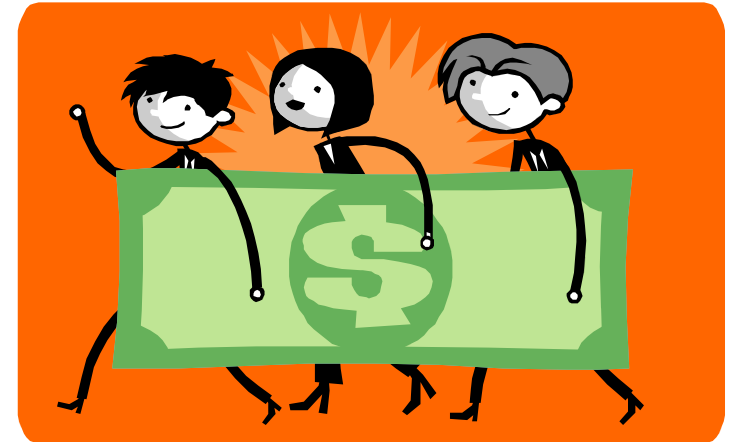
Cinderella's Shoe: Selecting the right funding opportunity

- Consider whether the grant is right for your organization.



- Project goal
- Target audience
- Award ceiling
- Timeframe
- Agency qualifications

Assemble a Team



Developing a Work Plan

- Distribute duties
- Develop a firm schedule
- Schedule writing in small, regular amounts of time
- Have proposal revised by a third party



Brainstorming

- ▶ Generates a number of creative ideas
- ▶ Feedback is suspended until all ideas have been exhausted
- ▶ Any idea presented is considered valid
- ▶ The purpose is to generate as many ideas as possible



Make Connections

- ▶ If possible, discuss your proposal program with the funder before writing the proposal.



Pace Yourself!

- ▶ Make sure you have enough time to prepare the proposal!
- ▶ Set realistic timelines
- ▶ What internal deadlines have been established by your institution?
- ▶ Remember that you are not the only person that your OSP is helping!



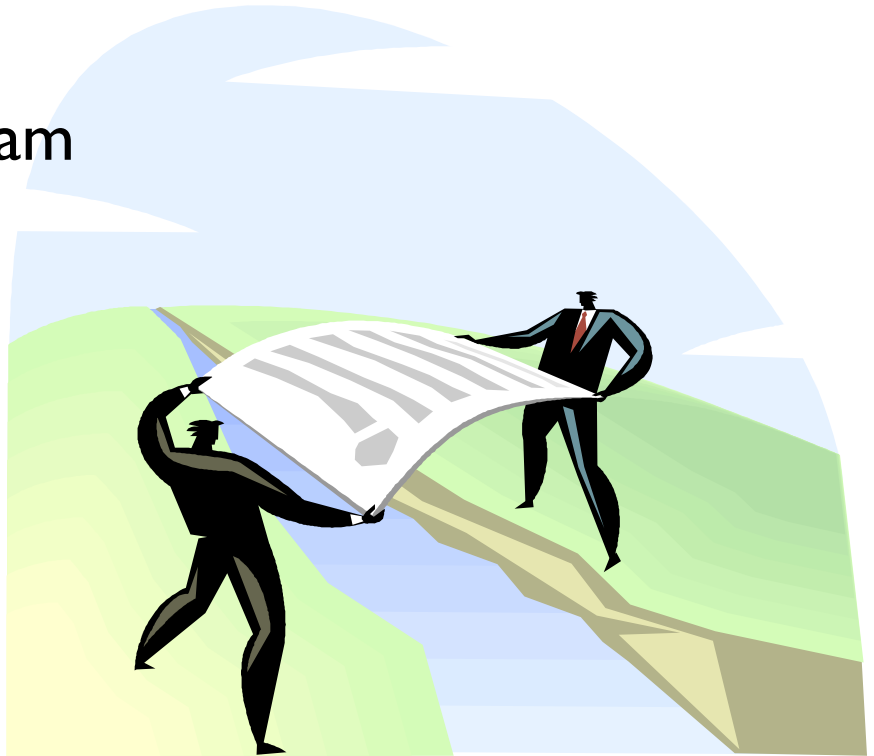
Share the Wealth!

- ▶ Consider collaborating with other organizations.



Purpose of Collaborations

- ▶ Fill gaps in your expertise and training
- ▶ Fill gaps in needed services or link to other community services
- ▶ Add critical skills to your team



Project Title

- ▶ Captures the essence of goals & objectives
- ▶ Clear and unambiguous
- ▶ Descriptive
- ▶ Quick picture of the project's key idea
- ▶ Clearly reflects the focus of proposal
- ▶ Most important words should come first
- ▶ Remove words that are not necessary for understanding
- ▶ Limit to single sentence



Project Title - Examples

- A) Red Haired Musicians and their Preference for Musical Style
- B) Music Style Preference of Red Haired Musicians



Project Title: Examples

- A) The Systematic Development of a Local Initiative to Create a Learning Center for Community Education
- B) A Local Learning Center for Community Education



Organization Information

- ❑ Establish the credibility of your organization.
- ❑ Determine the ability and capacity of your organization to carry out the proposed project.
- ❑ Determine if your goals align with the sponsor's goals.



Project Overview/Abstract

- Snapshot of proposal
- Specific and concise
- Briefly relate concerns of funder with your project goals
- Highlight interests of collaborating organizations
- Best to prepare last
- First thing reviewers read!



Statement of Need/Background Information

- What pressing problems do you want to address?
- How do you know these problems are important?
- What other programs address these problems?



Target Population – Who?

- A clearly defined target population.



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Establishing Need

- Solid evidence that supports your claims about the nature and extent of the problem your proposal addresses.
 - Literature Review
 - Data and research findings
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- A stylized illustration of a diverse group of people in a meeting. In the foreground, a man with glasses and a woman with blonde hair are looking towards the right. Behind them, several other people of various ages and ethnicities are visible, some looking at a document held up by a man in a green shirt on the right. The setting appears to be an indoor space with wooden paneling.



Example: Problem

□ Problem:

Late stage diagnosis of breast cancer in
African American women



Example: Importance

- The survival rate for women diagnosed with late stage breast cancer is only 26 percent. However, for women diagnosed at early stages (localized bc) the survival rate is 99 percent (Susan G. Komen, 2017).
- Late stage diagnosis limits treatment options and there is a greater possibility of the cancer spreading to other organs.



Example: Importance

- African American women are more likely to die from breast cancer than Caucasian women due to late stage diagnosis.
- 29.2 per 100,000 AA women die annually from BC compared to 20.6 per 100,000 Caucasian women (Susan G. Komen, 2017)



Goals and Objectives

- Concise outline of entire project
- **Goal** – A statement that reflects what will be accomplished as a result of the project
- The goal statement is broad when compared to an objective.
- **Objective** – A statement about an outcome of the program that can be evaluated or measured



Goals and Objectives

Example:

Goal – To decrease cases of late stage breast cancer diagnosis and improve treatment outcomes and disease prognosis for African American women in Niagara County.



Goals and Objectives

- Objectives are the steps that you will take to achieve your goal within a certain time frame
- They explain how the goal will be achieved?



SMART Objectives

- **S – Specific:** Details, details, details!
- **M – Measurable:** Evaluate for impact
- **A – Action-oriented:** Activity based
- **R – Reasonable:** Don't propose too much!
- **T – Time-based:** Develop a time-based plan



Objective 1

► Objective 1

Educate 200 African American women about breast cancer and the importance of mammography screening through 10 -12 educational workshops held at churches and community centers.



Objective 2

► Objective 2

Refer 100 women who attend educational programs and are high risk for breast cancer or 40 years of age or older to low cost or free mammography screening services in their community. These women will be identified through the use of registration and needs assessment forms completed at the beginning of each educational program.



Objective 3

- ▶ Provide navigation and support services for 50-100 women seeking breast cancer screening services who need assistance navigating the healthcare system due to financial, cultural, communication and psychosocial barriers. Registration and needs assessment forms completed at the beginning of each educational program will help identify women in need of navigational services.



Avoid the Domino Effect!

- ▶ The objectives should not be dependent on each other!



Characteristics of “Domino Effect” Objectives

- ▶ Referrals for target population coming from one source or one agency
- ▶ Unable to begin activity to carry out an objective due to lack of fulfillment or success of another objective
- ▶ If an objective can not be fulfilled, the entire project will fail



Domino or Stand Alone

- ▶ A local health clinic will provide a list of patients on a weekly basis who may meet the criteria for study participation. Once the list of referrals are received, research staff will follow-up with patients and screen them for further eligibility. This clinic will be the sole source of referrals.



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- ▶ A total of 3 local health clinics and 4 primary care practices will provide a list of patients on a weekly basis who may meet the criteria for study participation. Once the list of referrals are received, research staff will follow-up with patients and screen them for further eligibility. The research team will also actively recruit participants through mail, advertisements and by attending local health fairs.



Domino or Stand Alone

- ▶ A mobile mammography unit team has decided to utilize a radiologist to read mammogram results based upon her availability and on a volunteer basis. One of the deliverables of the study was to return results to patients within 3-4 days and provide consultations or referrals as needed. The radiologist is not able to commit to a firm schedule to perform reads and she is the only radiologist for the study.



- ▶ A mobile mammography unit team has decided to utilize a radiologist to read mammogram results based upon her availability and on a volunteer basis. One of the deliverables of the study was to return mammography results to patients within 3-4 days and provide consultations or referrals as needed. The radiologist is not able to commit to a firm schedule to perform reads and she is the only radiologist for the study.



Let's think this over...

- A mobile mammography unit team has decided to utilize two radiologists to read medical imaging tests. Paid contracts have been established with the radiologists and they have contractually committed to returning test reads within 4 days of the mammogram date and providing consultations and referrals once a week.



Objective Exercises

- ▶ Goal Statement: To reduce the prevalence of childhood hunger and improve health outcomes of children in Monroe County.

Possible program examples:

Free lunch program

After school dinner program

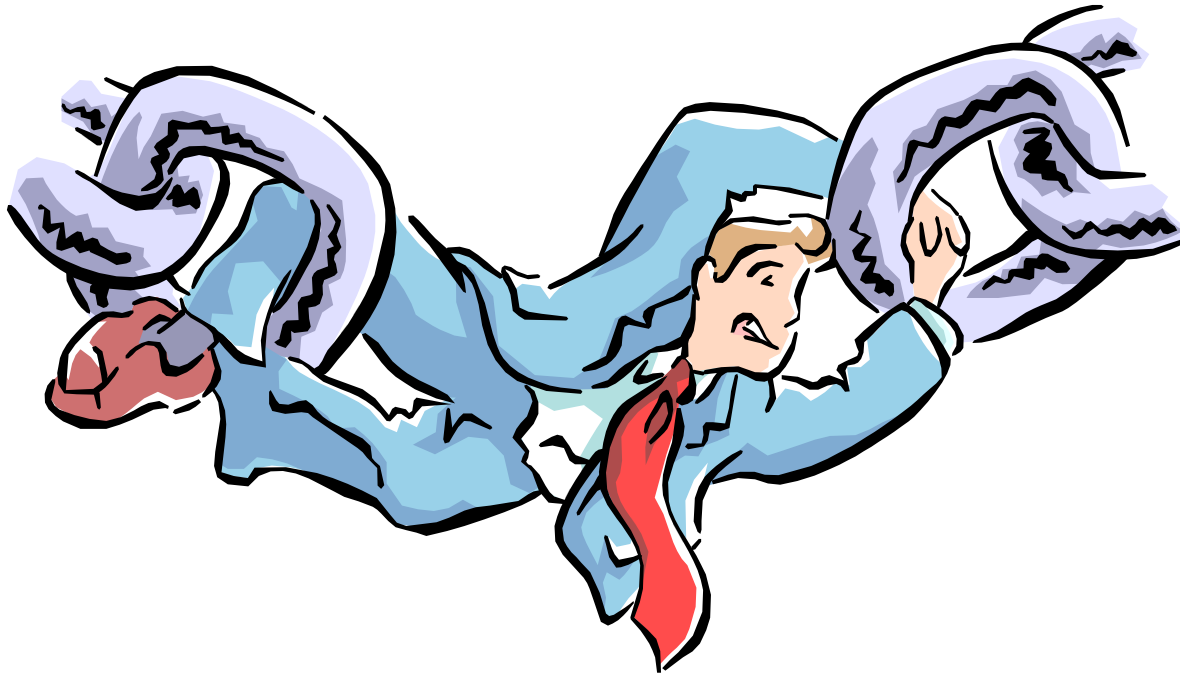
Free breakfast program

Food bank



What Funders Look for in the Project Narrative Section

- ▶ A logical link between the proposed program and problem statement.



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- A cartoon illustration within an oval frame. A man in a blue suit is shown from the side, reaching up with both hands towards a large, brown, open hand that is reaching down from the top of the frame. The background is light blue with faint white raindrops. The ground is yellow, and a green structure is partially visible on the right.

Do the pieces fit?

- A logical fit between individual program components
- How do the various pieces of a program relate to and support each other?



Project Plan Table

- ▶ “Blueprint” or plan that describes:
- ▶ How objectives will be measured
- ▶ How activities will be planned
- ▶ Timeline for achieving objectives
- ▶ How project will be evaluated



Evaluation: Activities vs. Outcomes

- ▶ **Activities:** Duties and tasks
- ▶ **Deliverables:** Desired product or output for each activity
- ▶ **Outcomes:** Impact/results of activities and deliverables



Examples of Activities

- ▶ Conducting a prostate cancer educational program
- ▶ Submitting manuscripts for publication
- ▶ Hosting a lunch-in-learn program
- ▶ Attending a health fair
- ▶ Attending a conference/symposium
- ▶ Submitting grant applications for funding
- ▶ Recruiting research participants at community events
- ▶ Project meetings and retreats



Examples of Outcomes

- ▶ Publications
- ▶ Collaborative partnerships
- ▶ Grant funding
- ▶ Patents and inventions
- ▶ Number of participants recruited to studies
- ▶ New findings and advancements
- ▶ Increasing number of new trainees
- ▶ Development of new products, curriculum, brochures, administrative documents and research procedures/processes, research protocols, technology, presentations, theoretical frameworks, dissemination of information



Measuring Impact

- ▶ You must have a baseline to measure impact
- ▶ What is the reference or comparison point?
- ▶ Example: Mosquito population reduced by 30 percent after introducing new pest control methods. Prior methods showed no reduction in population.



Budget Preparation

□ Three Considerations:

(1) Policies and requirements of sponsor

(2) Policies and requirements of your organization

(3) Resources and costs associated with each project task



Sponsor Requirements

- ▶ What is the award ceiling or funding range?
- ▶ What expenses are allowed?
- ▶ What is the indirect cost rate (overhead)?

*Some sponsors limit indirect costs



Requirements of Your Organization

- ▶ What is your organization's fringe benefit rate?
- ▶ What is your organization's indirect cost recovery rate?
- ▶ What is the accepted salary for key personnel who must be hired?
- ▶ What is the rate for travel reimbursement?



Questions for Budget Development

- ▶ Is my budget practical and realistic for the tasks I plan to accomplish?
- ▶ Is my budget appropriate for the tasks I need to accomplish, my level of resources, and costs allowable by the sponsor?
- ▶ Does my budget cover all costs associated with the project?



Direct Costs

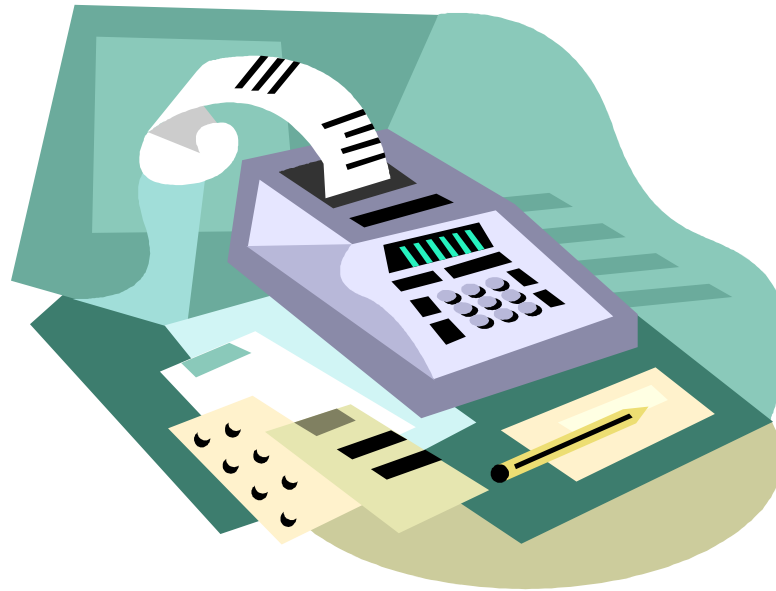
Direct Costs: Costs necessary to carry out the project

- ☐ Personnel Salaries/Fringe
- ☐ Consultants
- ☐ Equipment
- ☐ Supplies
- ☐ Trainee Expenses
- ☐ Travel
- ☐ Consortium/Contractual Costs
- ☐ Other Expenses



Indirect Costs

- ▶ Indirect Costs: Reimbursement to your agency for costs associated with your project
- ▶ Building maintenance
- ▶ Utilities
- ▶ Insurance



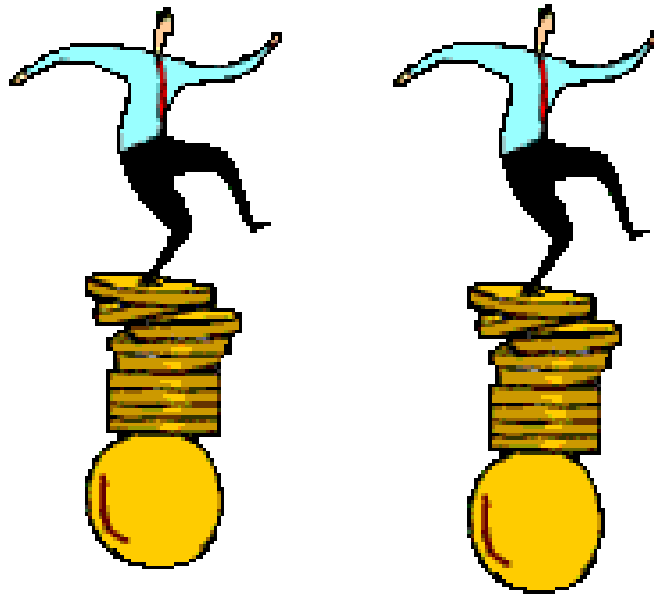
Budget Justification

- A brief explanation and rationale for each line item in the budget
- Begin with “Personnel” and describe each person’s roles and responsibilities
- Provide rationale for their percent effort on the project
- Explain each line item on the budget and how the cost was derived

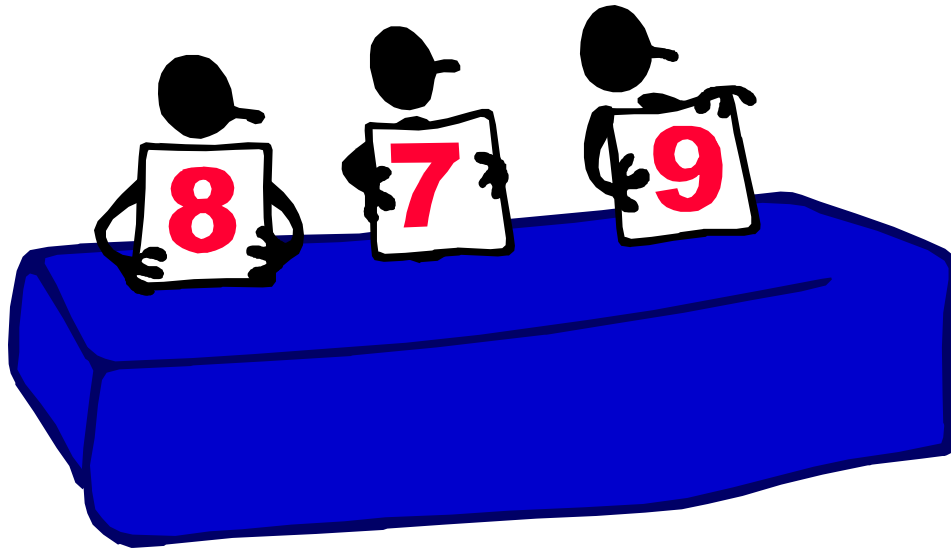


Sustainability

- Can this project be sustained after funding from the sponsor has been expended?
- How will this project be sustained long-term?
- Are there other sources of funding for the project?



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- A stylized illustration of a man and a woman sitting at a table, reading a book together. The man, on the left, is wearing a grey suit and is pointing at the book with his right hand. The woman, on the right, is wearing a white blazer and glasses, and is holding her glasses with her right hand. They are both looking at the book. The background is white, and the table is a simple brown line.



Components of a Successful Grant Application

- Addresses an important problem
- Advances the field of interest
- Builds upon or expands current services or knowledge
- Feasible to implement or investigate
- Writing is clear and easy to understand
- Neat and complete application
- Directions have been followed
- Credibility of applicant/research team



Contact Information

Nicole L. Crowell, MS

Project Director

RCMI Translational Research Network

Email: ncrowell@msm.edu

Phone: 404-752-8651

