



OFFICE OF RESEARCH DEVELOPMENT

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Development

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PREVIOUS EXPERIENCE:

- NIH Postdoctoral fellow 2 years
- NIH funded investigator 10 years
- NIH Program Administrator 7 years
- JDF National Program Mgr 2 years
- U of Md – Sponsored Research 4 years

- Research experience in role of major histocompatibility antigens in graft rejection



ORD PURPOSE

- ENHANCE UF REPUTATION WITH SPONSORS FOR QUALITY APPLICATIONS
- ADVISE COM ON RESEARCH INVESTMENT



ORD ACTIVITIES

- Provide assistance to faculty and sponsors on large interdisciplinary grants
- Develop a grant writing program for faculty and students
- Interact with ORA and DSR to avoid duplication of effort



ORD FUNCTIONS

- ASSIST WITH:
 - LOCATING SPONSORS
 - INTERPRETING SPONSOR INSTRUCTIONS
 - PLANNING APPLICATION, ESPECIALLY LARGE INTERDISCIPLINARY PROJECTS
 - ENCOURAGING EXTERNAL COLLABORATIONS



THE BASICS

- THE UNIVERSITY



GRANTS MUST COMPLY WITH:

- UF REQUIREMENTS
- FEDERAL REQUIREMENTS
- PROGRAMMATIC REQUIREMENTS
- AWARD-SPECIFIC REQUIREMENTS



A JOINT EFFORT

FACULTY AND UF JOINTLY
SUBMIT PROPOSALS



RESPONSIBILITIES

- FACULTY

- Create Ideas
- Write Proposals
- Develop Budget
- Oversee Project
- Report Results



RESPONSIBILITIES

- University

- Provide Environment for Research
maintain facilities (buildings, labs, staff, library), support cost of compliance such as IRB, IACUC, Safety, etc.
- Provide Assurances to Sponsor



UF IS THE GRANTEE

- AND DIVISION OF SPONSORED RESEARCH (DSR) IS THE LEGAL REPRESENTATIVE OF UF IN ALL EXTERNALLY SUPPORTED ACTIVITIES EXCEPT GIFTS



THIS MEANS THAT:

- ALL APPLICATIONS MUST GO THROUGH DSR
- CONTRACTS MUST BE NEGOTIATED BY DSR SINCE THEY ARE BINDING ON THE UNIVERSITY
- RULE OF THUMB: WHEN TALKING TO A COMPANY, TALK ONLY PROJECT – NOT BUDGET



INTELLECTUAL PROPERTY

- BAYH-DOLE – Federal government expects university to engage in tech transfer
- UFL POLICY – To protect inventor and university
- Office of Technology Licensing

<http://www.rgp.ufl.edu/otl>



THE BASICS

- THE SPONSOR



PRINCIPLES FOR SUCCESS

- UNDERSTAND THE SPONSOR MISSION
- UNDERSTAND THE REVIEW PROCESS



UNDERSTAND THE MISSION

- DON'T SEND AN UNSOLICITED PROPOSAL ON CANCER RESEARCH TO THE AMERICAN HEART ASSOCIATION
- IDENTIFY PEOPLE AT THE SPONSORING AGENCY WHO CAN HELP YOU



UNDERSTAND THE PROCESS

- NIH HAS A 2-TIER REVIEW PROCESS:
 - STUDY SECTION
 - COUNCIL

- KEY CONTACTS ARE THE SRA AND THE PROGRAM DIRECTOR



UNDERSTAND THE PROCESS

- Study Sections DO NOT FUND – they review
- Institutes fund – BUT
 - YOU MUST SATISFY BOTH THE REVIEWERS AND THE INSTITUTE



THE BASICS

- THE APPLICATION



PAPERWORK

- ALL APPLICATIONS CONTAIN:
 - Face/title page (signatures)
 - Abstract
 - Budget and justification
 - Description of work and timeline
 - Supporting documentation (human/animal protocols, cost-sharing approvals, subcontract agreements, etc.)
 - Key supporting signatures



DEVELOP A STRATEGY

- Assess your field
- Evaluate yourself
- Identify your resources and needs
- Write your hypothesis



SECURE COLLABORATORS

- FOR AREAS OF RESEARCH IN WHICH YOU LACK EXPERIENCE AND TRAINING
- “INDEPENDENT RESEARCHER” DOES NOT MEAN YOU WORK IN ISOLATION



GRANTS ARE DIFFERENT

- They are **NOT** like:
 - Dissertations
 - Manuscripts
 - Love Letters
 - Lectures
 - Novels
 - Movie Scripts



YOUR APPLICATION

- IS A SALES DOCUMENT
- REPRESENTS YOU TO THE SPONSOR
- IS COMPETING WITH OTHERS



BASIC RULES - GENERAL

- BE CLEAR
- BE CONCISE
- BE ORGANIZED
 - BE DETAILED
 - BE REALISTIC



BASIC RULES - ABSTRACT

- THE ABSTRACT SHOULD BE UNDERSTANDABLE BY YOUR MOTHER
- IT SHOULD CONTAIN KEY WORDS (UNDERLINE OR BOLD)
- IT SHOULD IDENTIFY MAIN GOALS, IMPORTANCE OF PROJECT, GENERAL APPROACH



BASIC RULES - BACKGROUND

- Don't include "the world"
- Be brief, but inclusive
- Give as much detail as necessary, but no more



BASIC RULES – TEXT

- USE BOLD HEADINGS
- INCLUDE WHITE SPACE
- MATCH GRAPHICS TO TEXT
- INCLUDE TIMELINE
- INCLUDE “PLAN B”
- SPELL OUT WHAT COLLABORATORS WILL DO



BASIC RULES - TEXT

- CHECK SPELLING
- BE ACCURATE AND CURRENT
- BE REVIEWER FRIENDLY



REMEMBER:

- GRANT WRITING IS A
LEARNED SKILL



ABOVE ALL

- **FOCUS**
- **FOLLOW INSTRUCTIONS**
- **DEVELOP A THICK SKIN**



THE BASICS

- THE REVIEW



BASIC RULES

- IT IS THE REVIEWER'S JOB TO ASK QUESTIONS
- IT IS YOUR JOB TO ANSWER THEM – PREFERABLY BEFORE THEY ARE ASKED
- REVIEWER'S COMMENTS ARE NOT PERSONAL



THE PARTICIPANTS

- COMPOSITION OF STUDY SECTIONS
- PRIMARY, SECONDARY, AND READER
- SCIENTIFIC REVIEW ADMINISTRATOR
- PROGRAM REPRESENTATIVE



THE PROCESS

- CRITERIA
 - SIGNIFICANCE
 - APPROACH
 - INNOVATION
 - INVESTIGATOR(S)
 - ENVIRONMENT



THE PROCESS

- PRIMARY, SECONDARY, READER SCORES
- DISCUSSION – ABOUT 10 MINUTES
- PRIMARY, SECONDARY, READER SCORES
- COMMITTEE SCORE – SECRET BALLOT
- BUDGET DISCUSSION



THE PROCESS

- SUMMARY STATEMENT
- NATIONAL ADVISORY COUNCIL MEETING
 - SCIENTIFIC MERIT
 - PROGRAM CONSIDERATIONS
 - AVAILABILITY OF FUNDS



THE BASICS

- CLOSING



ELEMENTS OF SUCCESS

- GOOD IDEAS
- GOOD TIMING
- GOOD PRESENTATION
- GOOD REVIEWERS
- GOOD LUCK
- GOOD GRANTSMANSHIP



START EARLY!

- NIH recommends the planning phase should begin 9 months prior and the writing phase 6 months prior to the receipt date.



GOOD GRANTSMANSHIP IS:

- KNOWING AND UNDERSTANDING:
 - WHAT TO DO
 - HOW TO DO IT
 - WHEN TO DO IT
 - WHAT TO DO WHEN THINGS GO WRONG



RESOURCES

- DSR Website
(<http://rgp.ufl.edu/research/>)
- NIH webpage
- NSF Fastlane
- Community of Science
- Grants.gov
- Niaid grant tutorial at
<http://www.niaid.nih.gov/ncn/grants>



MAKING THE RIGHT MOVES

- A practical Guide to Scientific Management for Postdocs and New Faculty
- <http://www.hhmi.org/grants/office/scimgmt.html>



REMEMBER

- GOOD GRANTSMANSHIP WILL NOT, IN ITSELF, GET A BAD IDEA FUNDED – BUT POOR GRANTSMANSHIP CAN PREVENT A GOOD IDEA FROM BEING FUNDED