About ICCM

The Institute for Culture, Collaboration, and Management (ICCM; formerly known as the Institute for Cross-Cultural Management) is a research institute that works with organizations and funding agencies that are interested in advancing and/or applying science in pursuit of their goals. We conduct research, educate tomorrow's experts, and offer evidence-based insight to address practical challenges.

Mission Statement

ICCM's mission is to advance the science and practice of **culture**, **collaboration**, and **diversity** in organizations worldwide by:

a) conducting and disseminating rigorous, multidisciplinary, impactful basic and applied research,

b) providing science-backed, customized, and intuitive consulting solutions for our clients, and

c) providing unparalleled professional development opportunities that prepare our students to be exceptional organizational scientist-practitioners.

Staff & Contact Information

ICCM is staffed by Master's and PhD-level graduate students and is led by Florida Tech faculty: Dr. Rich Griffith, Dr. Jessica Wildman, and Dr. Amanda Thayer. You can find out more about ICCM here.

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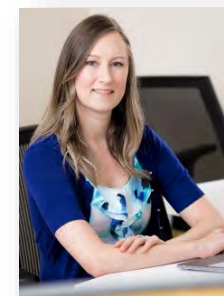
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About this Toolkit

Overview

The *Grant Proposal Toolkit* is intended for students and faculty who are interested in learning more about how to fund research in social sciences. As part of ICCM's learning series, this toolkit (1) provides an overview of key elements of the funding process to those who are just getting started and (2) offers "one-stop" access to useful information and resources to anyone pursuing funding, regardless of their level of experience.

Objectives of Toolkit

- Provide an overview of award types, different characteristics, and useful "grant" terminology

- Introduce different funding sources and funding search options

- Outline key elements of the funding process, including tips on writing a proposal

- Offer links to internal & external resources to support future funding pursuits

Navigating the Toolkit

The toolkit is organized into four **Modules.** Each module can be identified by its distinct icon:

Funding Overview   Funding (Re)Sources   Proposal Process   Proposal Writing
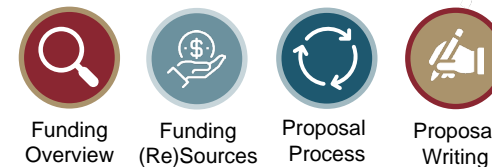
*TIP: Clicking on a specific module icon will quickly return you back to its '**Module Menu.**'*

Slides frequently include links to other sections or external resources, which are clickable when in 'slideshow mode.'

You can navigate to specific sections or topics from the Main Menu and/or Module Menu. Hover over *Section* or *Topic Title* in the slideshow mode to see if it's clickable.

*TIP: Clicking on the ICCM logo on the upper left-hand corner will return you to the '**Main Menu**'.*

Toolkit Modules – Main Menu

Funding Overview

- ❖ What Are Grants?
- ❖ Why Does Funding Matter?
- ❖ Types of Awards
- ❖ Useful Terminology

Funding (Re)Sources

- ❖ Funding Sources
- ❖ Federal Funding
- ❖ Search Process
- ❖ Eligibility
- ❖ Student Resources

Proposal Process

- ❖ Award Life Cycle
- ❖ Idea Development
- ❖ Funding Strategy
- ❖ Idea Refinement
- ❖ Proposal Planning

Proposal Writing

- ❖ Proposal Elements
- ❖ Writing Flow
- ❖ Writing Tips
- ❖ Do's & Don'ts
- ❖ Additional Resources

Funding Overview

Module 1: Funding Overview

01 What Are Grants?

02 Why Does Funding Matter?

03 Types of Awards

04 Useful Terminology

What Are Grants?

- ➤ "Grants" is a colloquial term used to describe an investment of money to solve a problem

- ➤ Money is awarded on a competitive basis to an organization or individual for carrying out a specific project

- ➤ Projects can come in the form of research, innovations, public services, and more

TIP: *The term "grants" is commonly used in reference to any type of external funding; however, a "grant" can also refer to a specific type of award.*

To learn more about funding terminology, click here.

Why Does Funding Matter to Researchers?

Provides financial compensation for the expenses associated with conducting research

Solidifies collaboration across industries, programs, organizations, and professional associations

What Are the Benefits of Funded Research?

Academics

- Facilitates tenure
- Supports research
- Attracts top talent
- Increases rankings

Practitioners

- Supports projects
- Generates business and/or reputation
- Expands network for collaboration

Students

- Enhances experience
- Bolsters competitiveness
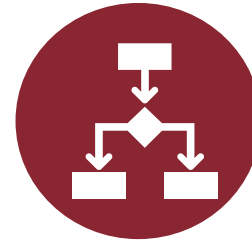- Supports research

More Information

Types of Awards

There are many different types of awards. To find out more about common types of awards and their definitions, click here.

Award Characteristics

Awards can vary based on several characteristics. To find out more, click here and here.

Funding Terminology

It may be useful to familiarize yourself with common funding terminology. Click here to review common terms.

Department of Defense (DOD) Funding

The Department of Defense (DOD) frequently funds research in social sciences. To learn about DOD terminology, click here.
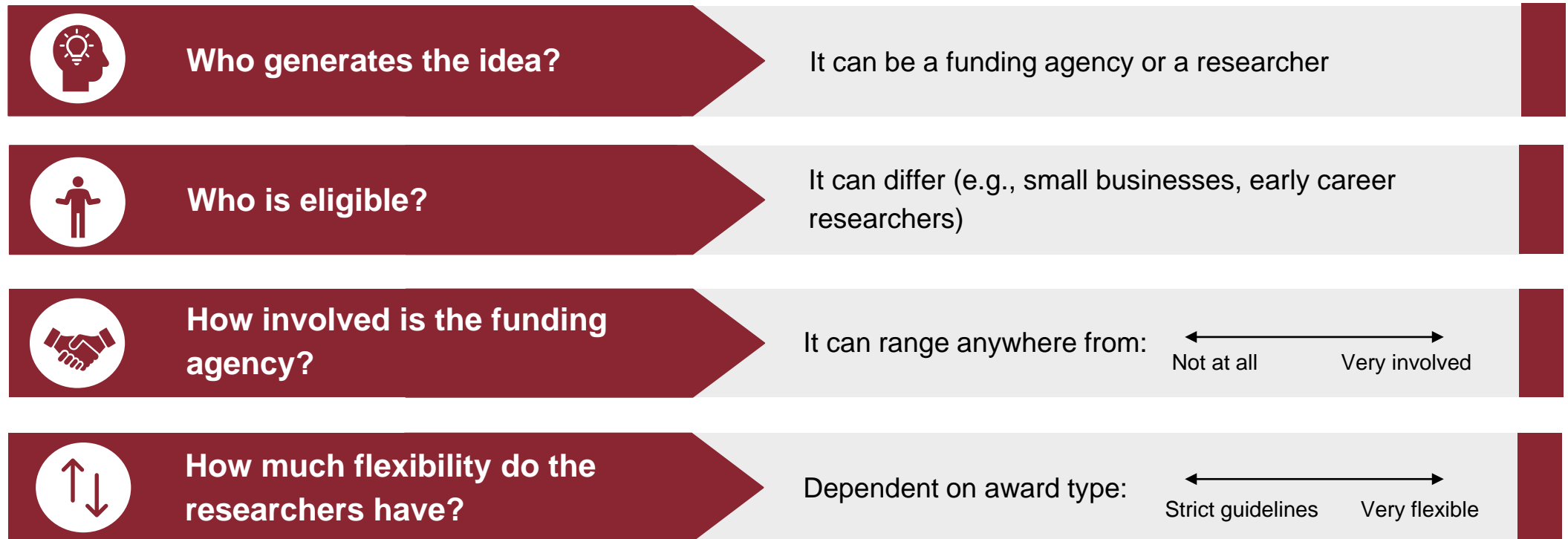
Types of Awards: Definitions

Award Types	Descriptions
Grants	Financial award given to fund some type of beneficial project
Contracts	Purchase of services for the direct benefit of an organization, agency, or professional association
Cooperative Agreement (CA)	A flexible instrument designed to provide money to support a public purpose; assistance with few restrictions
Collaborative Research Alliance (CRA)	Partnerships between Army laboratories and centers, private industry, and academia focusing on the rapid transition of innovative science and technology for Army modernization
Early Career Grant (NSF Example)	An early career researcher is typically defined as someone at the rank of assistant professor or equivalent; many funding agencies dedicate specific funds to support early career researchers
Small Grants	Grants of $50,000 or less given to researchers associated with a newly-launched organization or a smaller nonprofit
Small Business Innovation Research (SBIR)	U.S. government funding program intended to help small businesses conduct research and development of products with potential for commercialization; academic institutions are often required to partner with small businesses when applying for federal grants and contracts
Small Business Technology Transfer (STTR)	U.S. government-sponsored program intended to stimulate technological innovation and increase commercialization of private sector innovations; requires partnership with non-profit research institutions (e.g. university)

Award Characteristics

Awards can vary significantly on a number of characteristics, such as:

Who generates the idea? — It can be a funding agency or a researcher

Who is eligible? — It can differ (e.g., small businesses, early career researchers)

How involved is the funding agency? — It can range anywhere from: Not at all ←→ Very involved

How much flexibility do the researchers have? — Dependent on award type: Strict guidelines ←→ Very flexible

Types of Awards and Characteristics

Award Types	Characteristics			Eligibility
	Idea Source	Funding Agency Involvement	Flexibility Level	
Grants	Investigator	Low	High	Varies by Agency
Contracts	Agency	High	Low	Varies by Agency
Cooperative Agreement (CA)	Investigator & Agency	High	High	Varies by Agency
Collaborative Research Alliance (CRA)	Investigator & Agency	High	High	Varies by Agency
Early Career	Investigator	Low	High	Early Career Faculty
Small Grants	Investigator	Low	High	Varies by Grant
SBIR/	Investigator & Agency	Low	High	Small Business
STTR	Investigator & Agency	Low	High	Small Business

Funding Terminology

Terminology	Descriptions
Proposal	Document submitted to the prospective funding source outlining the entire program, including goals, objectives, methods, timelines, expertise committed, and program budget
White Paper	Concise, authoritative document that presents a possible research project of interest to the sponsor; helps a sponsor make a decision whether to request a full proposal or fund the project
Statement of Work (also: Scope of Work)	In a contract proposal, the detailed description of the work to be performed under the contract
Request for Application (RFA)	A formal statement that solicits grant or cooperative agreement applications in a well-defined scientific area to accomplish specific program objectives
Request for Proposal (RFP)	Invitation from a funder to submit applications on a specific topic with specified purposes
Broad Agency Announcement (BAA)	Used to obtain proposals for basic and applied research and development; instead of providing a specific statement of work, a BAA presents a problem statement and challenges in search of a solution
Principal Investigator (PI)	Individual(s) with the appropriate level of authority and responsibility to direct the project supported by the grant
Contracting Officer (CO)	Person who can bind a professional organization to a contract
Logic Model	Document showing the relationships among your project's sources, actions, outputs, and expected outcomes

Department of Defense Terminology

Code	Research Activity (Click HERE For Descriptions of DOD Budget Activity Codes)
6.1	Basic Research
6.2	Applied Research
6.3	Advanced Technology Development
6.4	Advanced Component Development and Prototypes
6.5	System Development and Demonstration
6.6	RDT&E Management Support
6.7	Operational System Development
6.8	Software and Digital Technology Pilot Programs

Funding (Re)Sources

Module 2: Funding (Re)Sources

01 Funding Sources

02 Federal Funding

03 Searching for Funding

04 Eligibility Overview

05 Student Resources

Who Funds Research?

Funding entities vary in their size, mission, and financial resources.

*While there are many ways to fund a project, research funding primarily comes from these three sources: **government, foundations,** and **professional organizations.** Each is described in more detail in the following slides.*

Government Agencies

- The term "government agencies" refers to federal, state, and local government organizations

- Government agencies at all levels provide funding

Foundations

- Foundations are entities formed solely to give money for charitable purposes

- Foundations can be private, community, or corporate

Professional Associations

- Professional organizations sometimes provide funding through a combination of grants, awards, and scholarships

Funding Sources: Government Agencies

Federal government is the largest source of funding of research at colleges and universities in the Unites States (NSF, 2014).

Funding from state and local agencies varies considerably depending on the location and the agency that provides funding.

State and local governments tend to fund projects with more immediate community impact.

Federal

The two best sources of information about federal funding are:

- Grants.gov

- Federal Register

State
(Florida Examples)

Information about government agencies at the state level is unique to each state.

- FDOS Grants

- Florida Grants

Local
(Brevard County Examples)

Local government agencies are likely to fund fewer projects with a narrow scope.

- Brevard County: Examples of Space Coast Grants

Two Types of Federal Agencies

Mission-focused agencies offer funding in specific areas that support their mission [*e.g., improving astronauts' health & safety (National Aeronautics and Space Administration; NASA)*]. As a result, calls for proposals are usually for solving very specific problems that are aligned with the agency's mission.

Examples:
- *Air Force Office of Scientific Research (AFOSR)*
- *Army Research Institute (ARI)*
- *Defense Equal Opportunity Management Institution (DEOMI)*
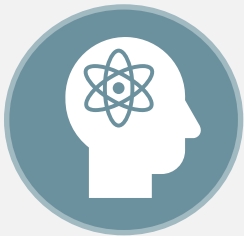
Non-mission focused agencies offer funding that supports the development of new knowledge across a variety of disciplines. These agencies are more likely to let the researcher develop the idea within a broad topic area.

Examples:
- *National Science Foundation (NSF)*
- *National Academy of Sciences (NAS)*
- *National Institute of Health (NIH)*

Navigating the World of Federal Funding

Navigating the world of federal funding can be overwhelming.

*Click on the links on the globe to learn more about various aspects of the federal funding process. The information can also be found on the **grants.gov** website.*

Grant Terminology

Grant Eligibility

Grant Policies

Grant-Making Agencies

Grant Systems

Grant Programs

Grant Careers

Grant Reporting

Grant Fraud
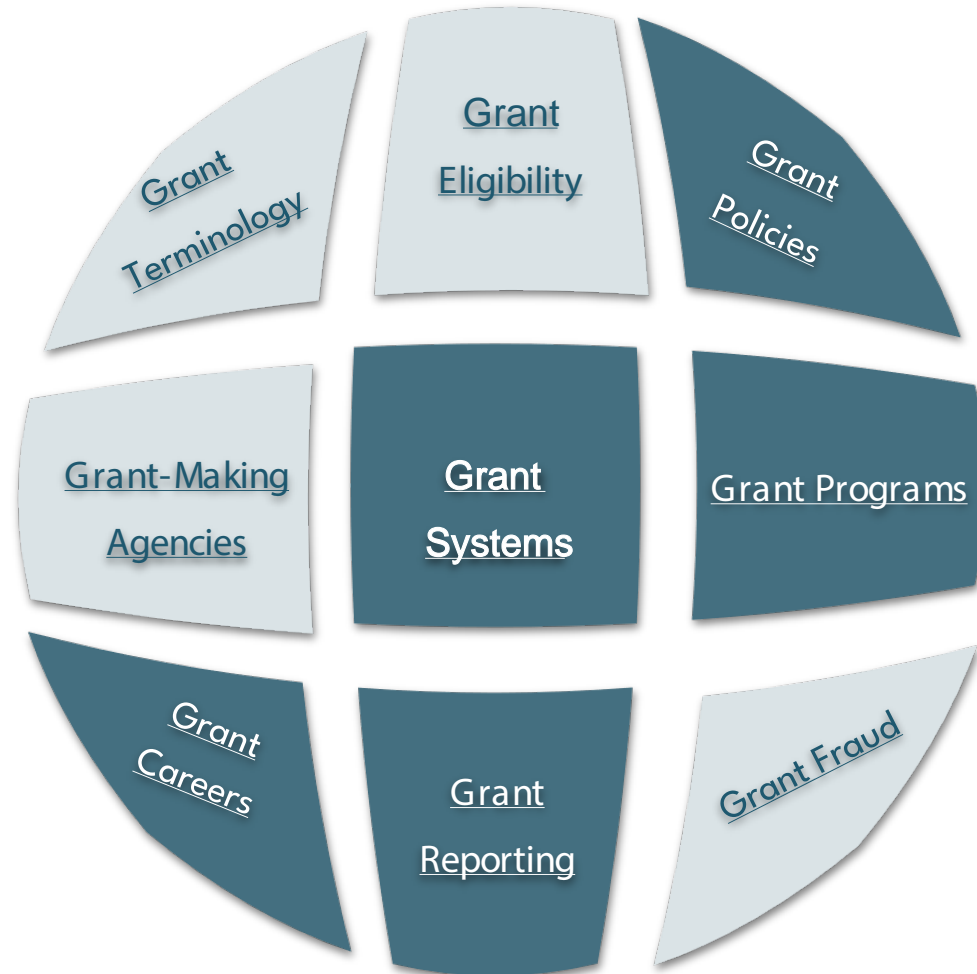
Funding Sources: Foundations

Foundations are formed with a purpose of giving money for specific causes. Foundations can be private, community, or corporate.

Foundations usually have a clear focus for awarding grants. They can target specific populations (e.g., homeless), organizations (e.g., K-12 schools), activities (e.g., research), or topics (e.g., Multiple Sclerosis).

Foundation Resources

- Foundation Basics
- Foundations Directory
- Council on Foundations
- Private Foundations Info
- Key Facts

Foundations Examples

- Science Philanthropy Alliance
- Wellcome Trust
- Russell Sage Foundation
- Sloan Foundation
- Social Psychology Network

Funding Sources: Professional Associations

Professional organizations sometimes provide funding through a combination of grants, awards, and scholarships.

The type and amount of funding can vary depending on the source, sometimes even from one year to another.

Funding from professional organizations tends to be smaller and is often time-limited (e.g., for 1 year).

Most typical beneficiaries are students, as well as young professionals.

- **SIOP** is a professional organization for science and practice of IO Psychology.
- SIOP Foundation Funding

- **APA** is a leading scientific and professional organization representing psychology in the U.S.
- APA's grants and awards

- **SHRM** is the world's largest HR association, with over 300,000 members.
- SHRM's awards and scholarships

- **NCA** is a multidisciplinary organization for the science of communication.
- NCA's grant opportunities

How to Search for Funding

The most common way to search for funding is online.

Most agencies will include some information about funding on their website.

Some websites are specifically dedicated to searching for funding (e.g., databases).

Website Browsing

- Increases familiarity with the website

- To yield results, regular (e.g., daily) browsing is needed to monitor new posts

Simple & Advanced Searches

- Allows for targeted searches by setting desired parameters

- Works best if you are registered and a user account is created

Subscription*

- Targets specific funding/ agencies

- Allows you to subscribe to alerts

- Enables you to enroll in agency-wide email notifications

- Offers sign-up for specific directories

*Note: *may require a fee; check for access through your institution*

How to Search for Funding

There are many video tutorials and other resources available online.

When accessing these resources, it's best to seek those offered by a funding source. For example, for federal funding, grants.gov offers the most reliable information.
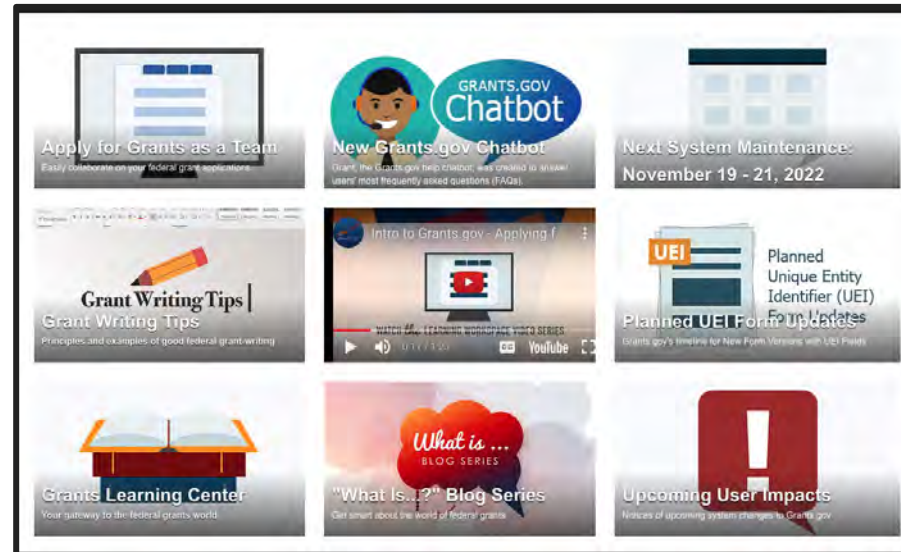
Resources & Tutorials from Grants.gov

- YouTube Video Tutorials

- Community Blog

- Alerts

- Twitter Feed

- RSS Feed

Where to Search for Funding

Information about funding can be found in databases, clearinghouses, and on agency websites.

Some databases require subscription, others do not. Check with your institution to see if they already have access.

Click on links to find out more.

Government databases

- Grants.gov
- SAM.gov
- FedConnect
- Federal Register - Contracts

Subscription databases

- Foundation Directory Online
- GrantSelect
- GrantWatch
- Pivot-RP
- SPIN
- USA Funding

Agency websites

- National Science Foundation (NSF)
- National Institute of Health
- DOD
- Dept. of Education
- NASA

Eligibility Overview

Each grant will have different eligibility requirements.

You will need to read them carefully to determine if you are eligible.

If you are not currently eligible, consider what can be done to become eligible (e.g., adding eligible team members).

Some common eligibility requirements:

- US Citizenship
- Small Business Designation
- Early career Ph.D.
- International collaboration

Student Resources

Although less common, there are streams dedicated to funding students' research, such as:

- *Thesis*
- *Dissertation*
- *Post-doctoral fellowships*

The key is finding the funding that matches your research area.

Click on the links to find out more about student resources.

Dissertation and Student Funding

- APA Dissertation Awards
- I/ITSEC Scholarships
- NSF Graduate Research Fellowship Program (GRFP)
- NSF Dissertation Grants
- AERA Grants
- AHRQ (Healthcare) Grants

Proposal Process

Module 3: Proposal Process

01 Award Life Cycle

02 Idea Development

03 Funding Strategy

04 Idea Refinement

05 Proposal Planning

Proposal Process: *Lifecycle Overview*

Award process has three phases: Pre-award, Award, and Post-Award.

Most people focus on the proposal writing, which happens during the Pre-Award stage. However, that is just the beginning! There are many important steps to be completed in the other two phases.

1

Pre-Award Activities

- Announcement of opportunities
- Create and submit proposals
- Funding agency reviews applications

2

Award Activities

- Receive award decision
- Address post-award requests
- Sign the contract

3

Post-Award Activities

- Execute the contract
- Report progress to agency
- Complete and closeout requirements
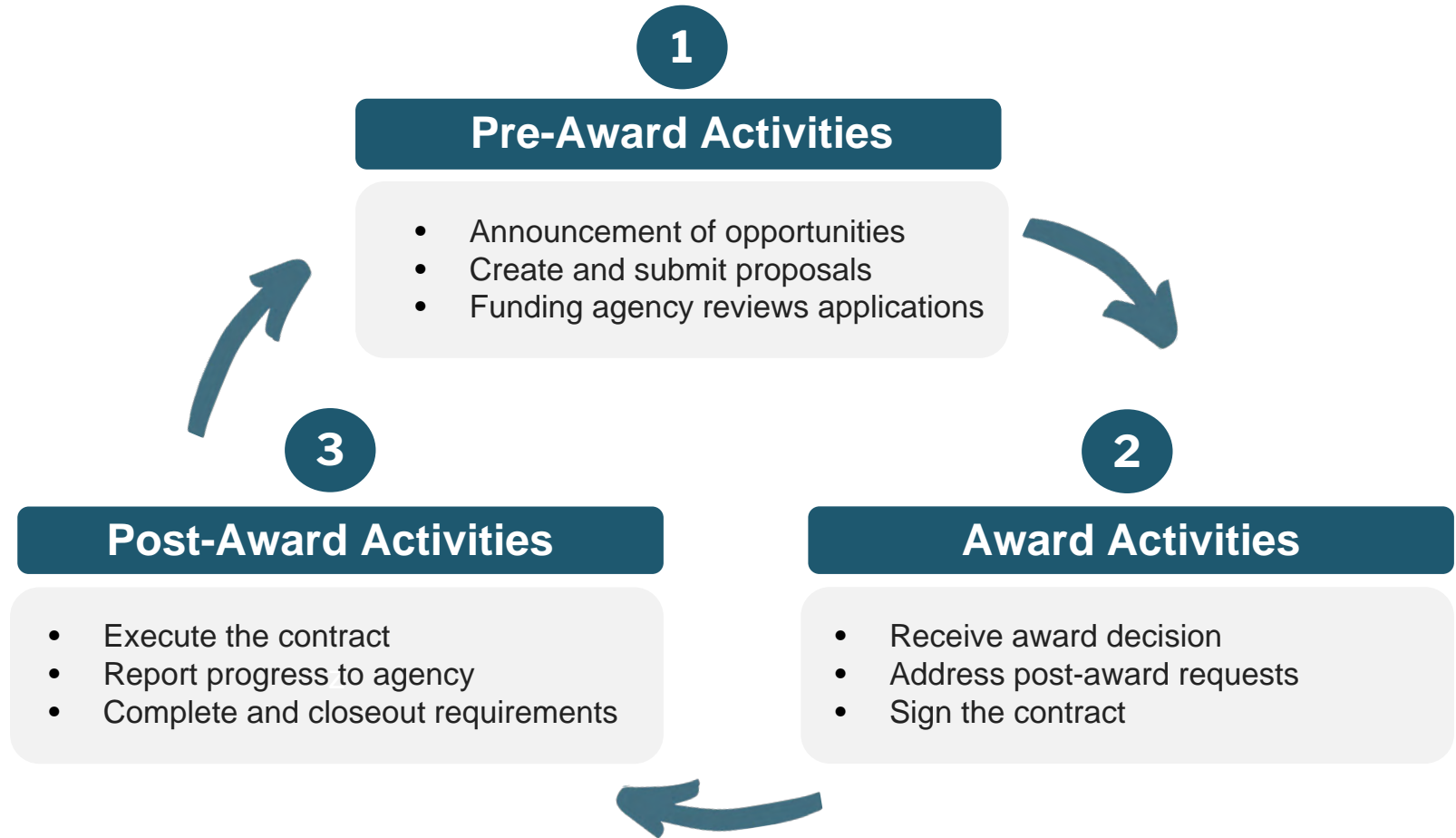
Proposal Process: *Ideation and Planning*

Ideation and planning is an iterative process. Even if you are currently responding to a specific grant opportunity, to get to this point, you still have to develop your research interests and area of focus.

At the most basic level, the funding search is about finding others who are interested in the same research topics you are and determining who can provide financial support.

Once you know who your audience is, you will need to refine your research idea to better match the interests and funding constraints of specific organizations.

Ideation and Planning

Unsolicited

Idea Development → Sponsor Search

Solicited

Idea Refinement → Proposal Planning
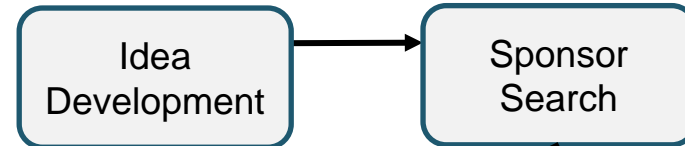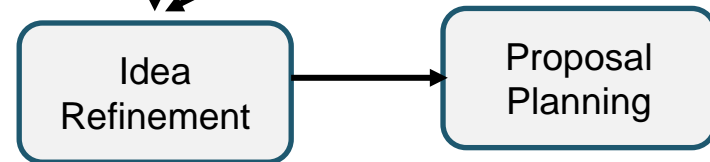
Proposal Process: *Ideation and Planning*

Unsolicited Proposal

An **unsolicited** proposal is submitted to a sponsor based upon their general guidelines. The *applicant* is initiating the process. Finding the right sponsor is a big part of the process.

Solicited Proposal

A **solicited** proposal is in response to a specific request in the form of a "Request for Proposal" (RFP) or "Request for Applications" (RFA). The *sponsor* is initiating the process. The focus is on refining your proposal to meet the requirements provided by the agency issuing the call for proposals.

Proposal Process: *Idea Development*

Whether you are working on an unsolicited or a solicited proposal, your goal is to start with a research question that fits both your research interests and goals and those of your potential funding partner.

Once a specific sponsor is identified, the focus becomes writing a proposal that meets their requirements.

One of the goals of your proposal is to make a compelling case for the significance of your research and showcase how it advances the sponsor's mission, impacts the field, and benefits the local community or greater society.

General Area of Interest

Specific Topic(s)

General Research Question(s)

Idea Development

Sponsor Identified

Shared Interest Area(s)

Idea Refinement

Refined Research Question
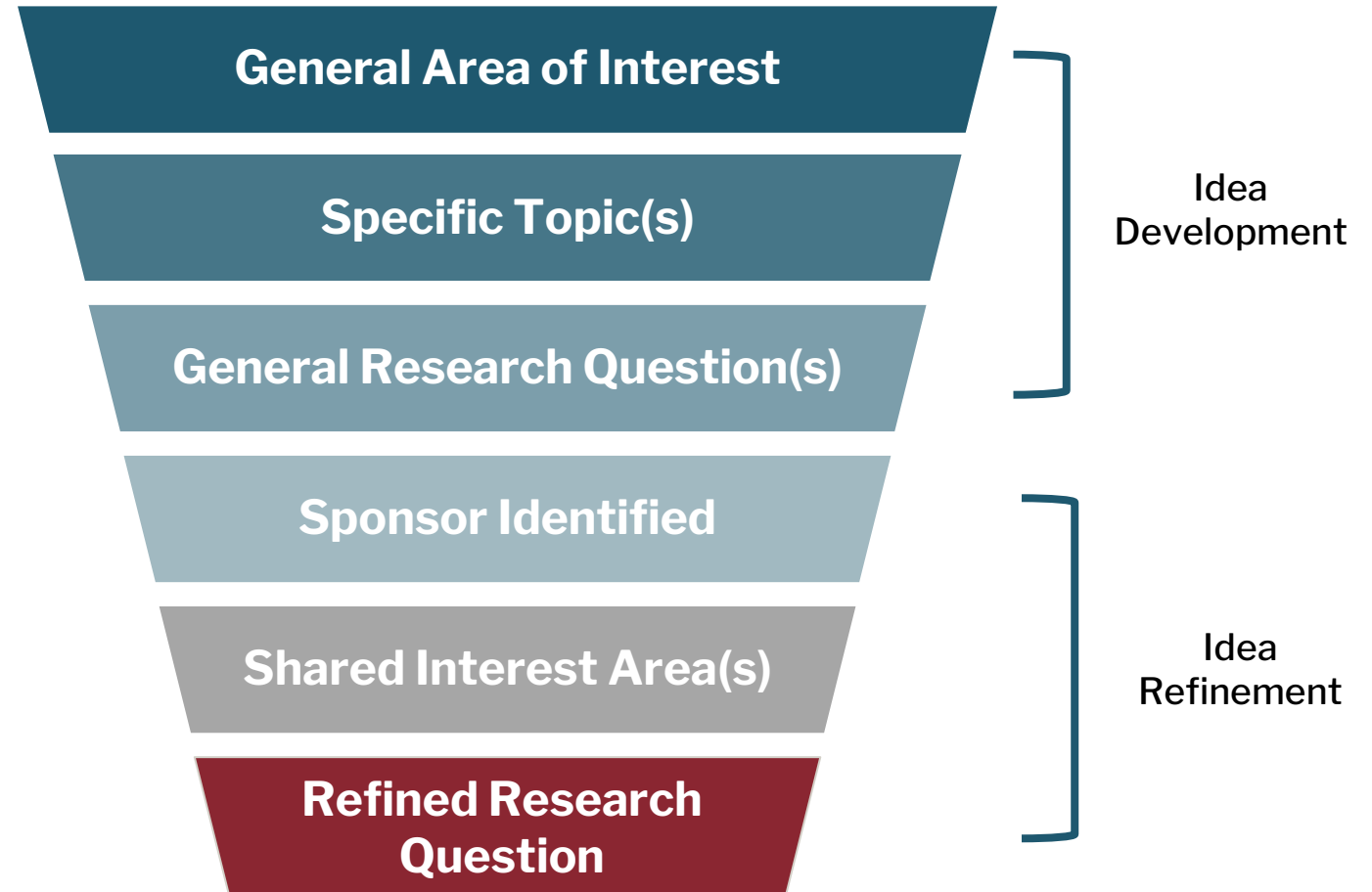
Proposal Process: *Idea Development*
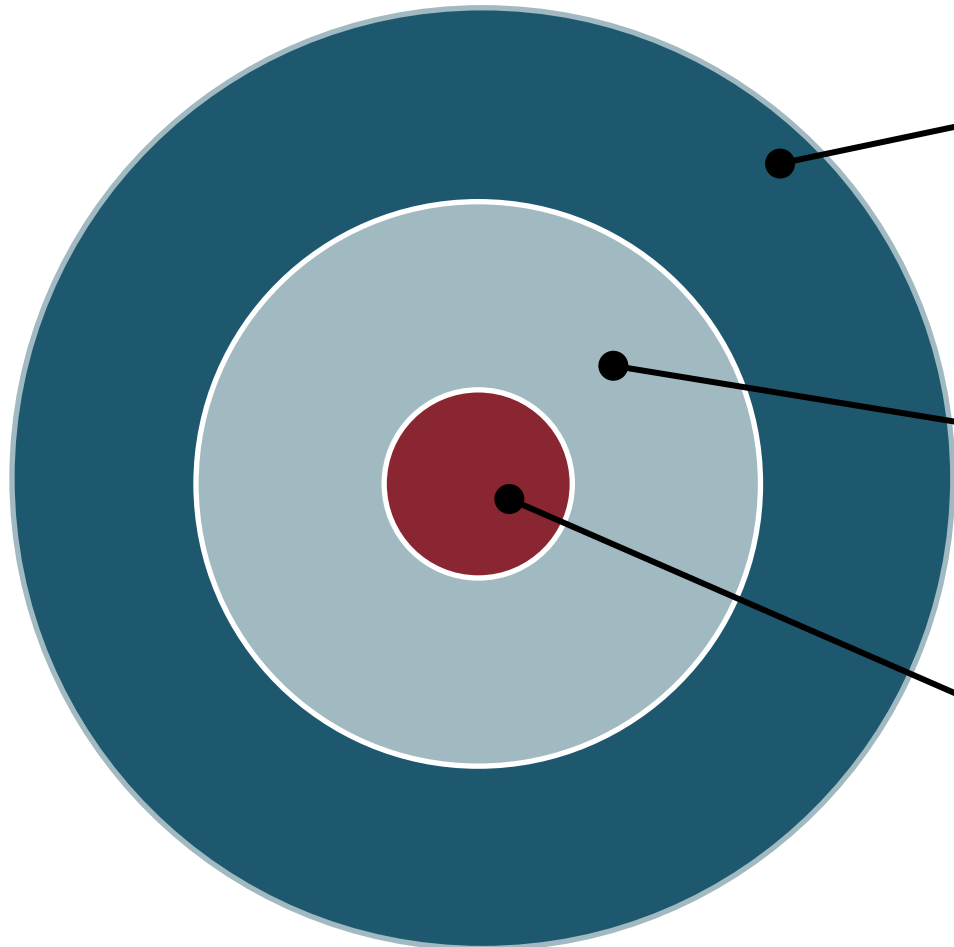
General Area of Interest:

Choose an important subject area that both interests and inspires you. For many researchers, their first projects become the foundation for their entire career.

Specific Topic:

- Will the research advance the field?
- What is the contribution?
- Review relevant literature
- Consider implications of your idea

Focal Research Question(s):

Identify main research question(s) that is/are the focus of your study. These questions are what you are trying to answer with your research.

Proposal Process: *Idea Development*

You will be more successful if you think about your current research project within the context of your larger research and career strategy.

It is easy to let funding drive your "research" but in the long term, that's generally not a good approach.

Know Yourself

What areas are you most interested in?

Are you passionate enough to sustain your interest for several years?

Why does this area of research matter?

Is this an exciting, high-impact area that is likely to garner interest from others (within the academic community and society as a whole)?

How strong is your publication record in this area?

What are your strengths and weaknesses?

Know Others

Research is collaborative.

Partnering with others increases the quality of your research and the strength of your funding application.

Who has expertise and interest in your area?

Identify colleagues, mentors and potential collaborators.

Brainstorm to identify broad research questions.

Brainstorm on your own and with others to identify your broad research question(s) and different potential lines of inquiry.

Proposal Process: *Funding Strategy*

Funding is an important part of conducting research that enables research ideas to grow into scientific inquiries.

A good strategy is to pursue several potential sponsors.

Taking advantage of funding opportunities that present themselves is great but beware of becoming so focused on one or two sponsors that you stop looking for other potential funding sources.

Once you have a general research idea, it is helpful to develop a funding strategy. This will make your funding search more effective.

Regardless of whether you are pursuing unsolicited or solicited funding, creating a funding strategy involves answering three key questions:

How much will you need?

When will you need funding?

Who will be impacted?

Proposal Process: *Funding Strategy*

How much will you need?

Early in the process, you should be thinking in general terms. Do you need $2,000? $10,000? $1 million?

The amount of money you need is going to guide your search for sponsors.

One possible strategy is to start with smaller studies and build a foundation for bigger projects later.

When will you need funding?

The more money you need, the longer it is likely to take, which is why starting small might be your best approach.

Are there time constraints, like limited access to participants, or other external forces that restrict your research window?

For example, if you are interested in remote work during a pandemic, timing is everything!

Who will be impacted?

Who cares about your topic? Who will be impacted by your research?

Your key focus should be finding organizations whose interests overlap or align with yours.

For example, if you are interested in women and leadership, you might consider the Lean In Organization or the Bill and Melinda Gates Foundation.

Once you have identified those organizations, you can subscribe to their websites, monitor calls for proposals, and cultivate a relationship with the agency.

Proposal Process: *Idea Refinement and Planning*

Once you have identified multiple potential sponsors as part of your funding strategy and search, you will have to tailor your proposals to each sponsor. This is the refinement stage.

To tailor your proposal, you first need to identify what problem is the sponsor (i.e., funding agency) trying to address/ solve. Your proposal should offer a solution, a "how to" to their problem statement.

Understand Your Sponsor
- What are their goals?
- What are their preferences?
- Who are their competitors & allies?
- What are political issues and external influences?

Determine
- What will the proposal scope look like?
- What are the main implications?
- What are potential issues that may arise?
- What is your project plan?

Consider
- Who is the program champion?
- How can you contact them?
- Can they provide feedback on your idea?
- How can you meet your and their goals?

Proposal Process: *Idea Refinement and Planning*

For each sponsor you identify, your focus turns to fine-tuning your idea to meet their interests, needs, and requirements.

While you might still submit **unsolicited proposals**, as you are building your relationships and familiarity with the sponsor, you will receive notifications of specific projects and funding opportunities.

These notifications constitute **solicited proposals**, and they can be anything from an expressed interest in a general area to a formal **Request For Proposal** (RFP).

Additional Terms: Request for Application (RFA), Broad Agency Announcement (BAA), White Paper, Statement of Work

Requests for Proposals (RFP)

RFP is a document generated by a sponsoring agency, inviting applications for a specific project, product, or research. In RFP, the sponsoring agency will summarize agency's mission and goals, identify the "problem" that needs to be addressed, and outline criteria that will be used to evaluate proposals. Most RFPs will also include instructions on how to prepare a proposal, including format, structure, and submission guidelines.

Although there are many elements that are common for all RFPs, there could still be some differences across agencies and between the public and private sector.

Common Elements of an RFP

- An overview of the agency/program
- A description of the research or services required
- Timeline to do the work
- Due date(s)
- Selection criteria
- Point of contact
- Proposal format/sections

Proposal Process: *Proposal Planning*

Once you have a specific RFP, it is time to plan your proposal.

A good first step is to find out as much as you can about the solicitation and sponsor's funding goals.

1

Familiarize yourself with the solicitation, noting key information:

- Deadline dates

- Submission formats (online via portal, email, etc.)

- Restrictions: facilities, administration, budgetary

2

Visit the Sponsor Website

- Many sponsors who put out competitive RFPs will organize Q&A sessions before the submission deadline

- Checking the website regularly and signing up for alerts and/or notifications will help you stay up-to-date on any new development

3

If possible, talk to the sponsor to find out the following:

- Funding levels

- Competitors

- Key topics

Proposal Process: *Proposal Planning*

The Pre-award stage, which encompasses idea development through submitting your grant or funding application, can take 6 to 8 months or more.

The proposal planning and proposal writing phases can each take 2 - 3 months or more. It's best to plan for the long haul.

Know Your Scope
- ✓ Create a project plan and timeline
- ✓ Create the team
- ✓ Identify the data and resources needed

Consider Logistics
- ✓ Is there a due date to meet?
- ✓ Do you need IRB approval?
- ✓ Who needs to submit the proposal (e.g., university sponsored research office)?

Identify Your Value
- ✓ What benefits would come from your proposal?
- ✓ How do you compare to the competition?
- ✓ What is unique about your idea or approach?

Proposal Writing

Module 4: Proposal Writing

01 Proposal Elements

02 Proposal Writing

03 Do's and Don'ts of Pursuing Funding

04 Additional Resources

Proposal Elements: General Overview

Proposal applications will differ based on what is required from the funding agency. However, below depicts common elements that are typically included in a proposal application:

Cover Page

Statement of Work & Budget

Other Information

Project Narrative

Budget & Rationale

Proposal Elements: Cover Page

The cover page is the first impression the reviewer will get of your proposal. It needs to come across as professional and visually pleasing. Many agencies have a very specific content and formatting requirements for the cover page. Below are some common elements; however, make sure to **always follow instructions provided by the funding agency**.

Checklist

- ❑ Funding Agency
- ❑ Project Name
- ❑ Principal Investigator name(s)
- ❑ ID number(s)
- ❑ Point(s) of contact information

U.S. Army Research Institute for the Behavioral and Social Sciences
Broad Agency Announcement for Basic Scientific Research

Funding Agency

RESEARCH PROPOSAL

Dealing with "Different":
Developing a Theory and Dynamic Assessment of Cross-Boundary Competence

Project Name

Richard L. Griffith, Jessica L. Wildman, Patrick D. Converse, & Georgios C. Anagnostopoulos

Principal Investigator(s)

Institute for Cross Cultural Management
Florida Institute of Technology

TIP: *It is common to include your organization's logo on the cover page.*

Research Proposal by the Institute for Cross Cultural Management at Florida Tech submitted to the U.S. Army Research Institute (ARI); Gregory A. Ruark (gregory.a.ruark.civ@mail.mil).

In response to: BAA W911NF-17-S-0007. Proposal deadline: 30 June 2017.

Addresses research domains 5 (culture), 3 (personnel testing and performance), and 2 (leader development)

Institute for Cross Cultural Management (ICCM) at Florida Institute of Technology
Data Universal Numbering System (DUNS): 053396669
Taxpayer Identification (TIN) / Employee ID Code: 59-6046500

ID number(s)

Point of Contact:

Dr. Richard L. Griffith, Institute for Cross Cultural Management, 150 W. University Blvd., Melbourne Florida, 32951, Telephone: (321) 674-8872, Fax: (321) 674-7105, Email: griffith@fit.edu

PoC information

Proposal Elements: Project Narrative

The purpose of the project narrative is to explain what your project is, why it's important, and how it's soundly crafted.

We highlight some of the common elements of the project narrative in this figure. However, keep in mind that many agencies will require specific sub-sections, in a specific order, and using exactly worded headings to be included in your proposal.

Paying attention to the sponsor's requirements and showing that you can follow instructions are critical for successful proposal writing.

Background Section

Literature Review (Problem/Gap)

Solution (Your Project)

Rationale (Theory & Past Research)

Contributions (Application Potential)

Proposal Elements: Statement of Work

The statement of work should describe in detail how the project will be completed. In this section, you are transitioning from "what" research/ solutions you are proposing to "how" you plan to execute your idea.

In the example provided, the statement of work includes specific tasks and their sequence for the duration of the grant. It is also common to specify who is responsible for tasks and sub-tasks, and to specify deliverables and due dates.

TIP: *Empirical projects should include **participants, procedures, materials,** and **analyses.***

Example

Statement of Work & Timeline

Year 1: Development of a Multidisciplinary Theoretical Competency Framework

Task 1: Literature search and compilation.

Task 2: Systematic literature coding.

Task 3: Periodic external reviews.

Task 4: Preliminary piloting of assessment techniques.

Task 5: Development and revision of the final report.

Year 2: Dynamic Assessment of Cross-Boundary Competence

Task 6: Develop SJT item stems.

Task 7: Develop question prompts.

Task 8: Construct the synonym/antonym language pool.

Task 9: Conduct pilot studies of SJT items.

Task 10: Initial test of proof-of-concept machine learning assessment.

Task 11: Model selection and validation.

Year 3: Proof of Concept

Task 12: Gather and compile all measures.

Task 13: Obtain IRB approval.

Task 14: Administer individual difference battery.

Task 15: Obtain peer ratings.

Task 16: Administer Year 2 assessment.

Task 17: Analyze data.

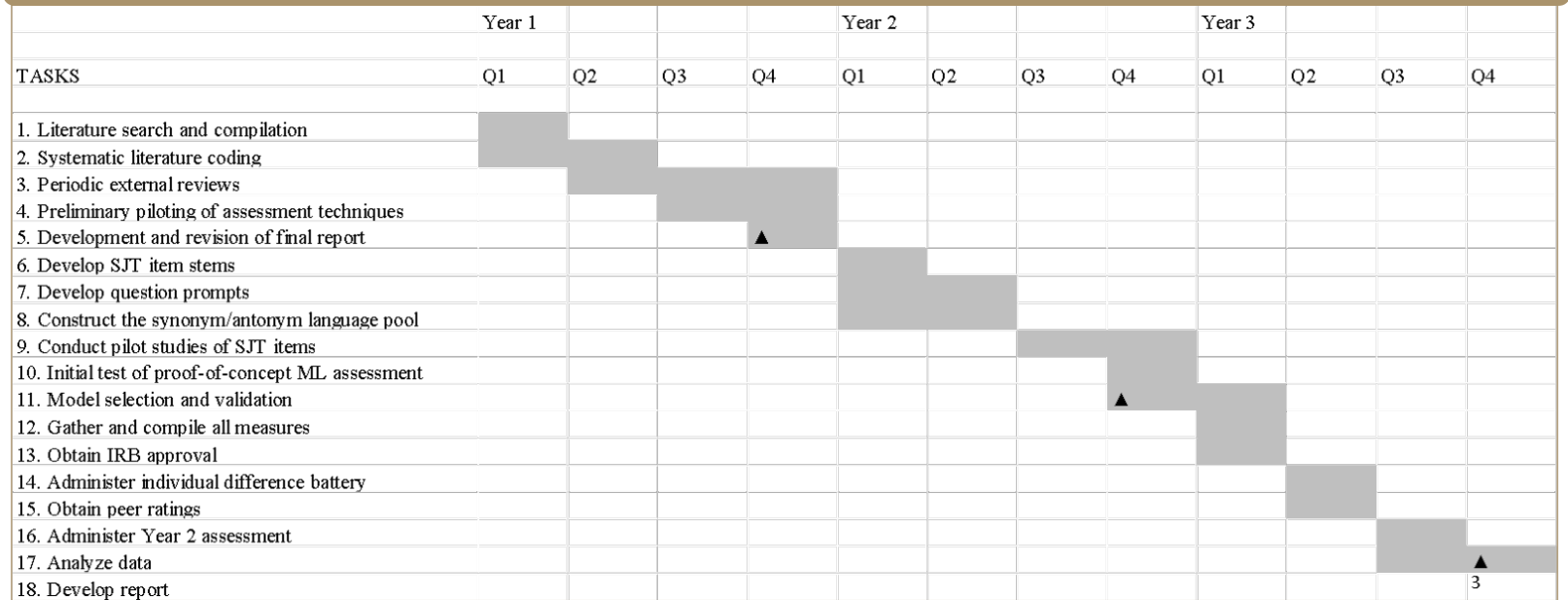*Task 18: Develop report.*

Proposal Elements: Timeline

Timelines will generally include the duration of each phase, objectives within each phase, and deliverables per phase.

Funding agencies commonly request Gantt charts to ensure the timely completion of agreed-upon deliverables.

Gantt Chart Example:

TASKS	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Literature search and compilation	▨											
2. Systematic literature coding		▨										
3. Periodic external reviews			▨									
4. Preliminary piloting of assessment techniques												
5. Development and revision of final report				▲								
6. Develop SJT item stems					▨							
7. Develop question prompts												
8. Construct the synonym/antonym language pool												
9. Conduct pilot studies of SJT items							▨					
10. Initial test of proof-of-concept ML assessment												
11. Model selection and validation								▲	▨			
12. Gather and compile all measures												
13. Obtain IRB approval												
14. Administer individual difference battery										▨		
15. Obtain peer ratings												
16. Administer Year 2 assessment											▨	
17. Analyze data												▲
18. Develop report												3

Proposal Elements: Budget & Rationale

In general, a budget includes the total proposed amount organized by year.

Your institution and/or the sponsoring agency may have their own form or structure for the budget. Review proposal requirements in the RFP and work with your sponsored research office (if appropriate) to ensure your budget conforms to internal and external requirements.

Budget Example

Proposal Elements: Budget & Rationale

It is recommended to become familiar with common cost components before formulating your own budget.

Common Cost Components

Direct costs are expenses that can be directly tied to the project's budget.

Direct labor is an example of a direct cost but pertains specifically to a calculated number of labor hours needed to complete project deliverables.

Fringe benefits can be added to supplement an employee's salary. At Florida Tech, these benefits only apply to full-time faculty and staff members. Rules may differ at other institutions.

Indirect costs are expenses not explicitly tied to the project's budget. Still, they are necessary for the general operation of project activities, such as overhead and indirect costs (IDC) associated with wages (including student wages).

Examples / Additional Info

- Equipment or supplies
- Subcontracts
- Travel

- Amount per Principal Investigator
- Fringe benefits (faculty & staff ONLY)
- Graduate assistants

- ~31% calculated automatically using the **FIT budget spreadsheet**
- GSAs do not receive fringe benefits

- IDC added to wages includes GSA wages but excludes tuition remission
- Universities have a standard IDC that they negotiate with the government
- Rates can differ between entities (FIT = 44.87% IDC)

Proposal Elements: Other Information

Other information may be required depending on the type of the award or funding agency.

The following information and resources may be useful:

Guidelines

- **Forma**t (e.g., font type and size, APA style, headings & subheadings) may be specified in the application packet

- **Content** organization and specific elements to be included are usually specified in the guidelines

Capability Statement

- **Capability Statement** is a brief summary of who you are, what you do, and what strengths you bring to this project.

- It's a promotional statement, tailored to the audience

    Example (HHS.gov)
    Example (HUD.gov)

Agency-specific

- Funding agency (i.e., sponsor) may require specific forms; access is usually provided by the sponsor

- Your institution (e.g., university) may also require specific forms for internal purposes; an example would be an internal budget document

Personal Information

- **Curriculum Vitae/Bio Sketches and current and pending funding** are required for all key personnel, such as Principal Investigator

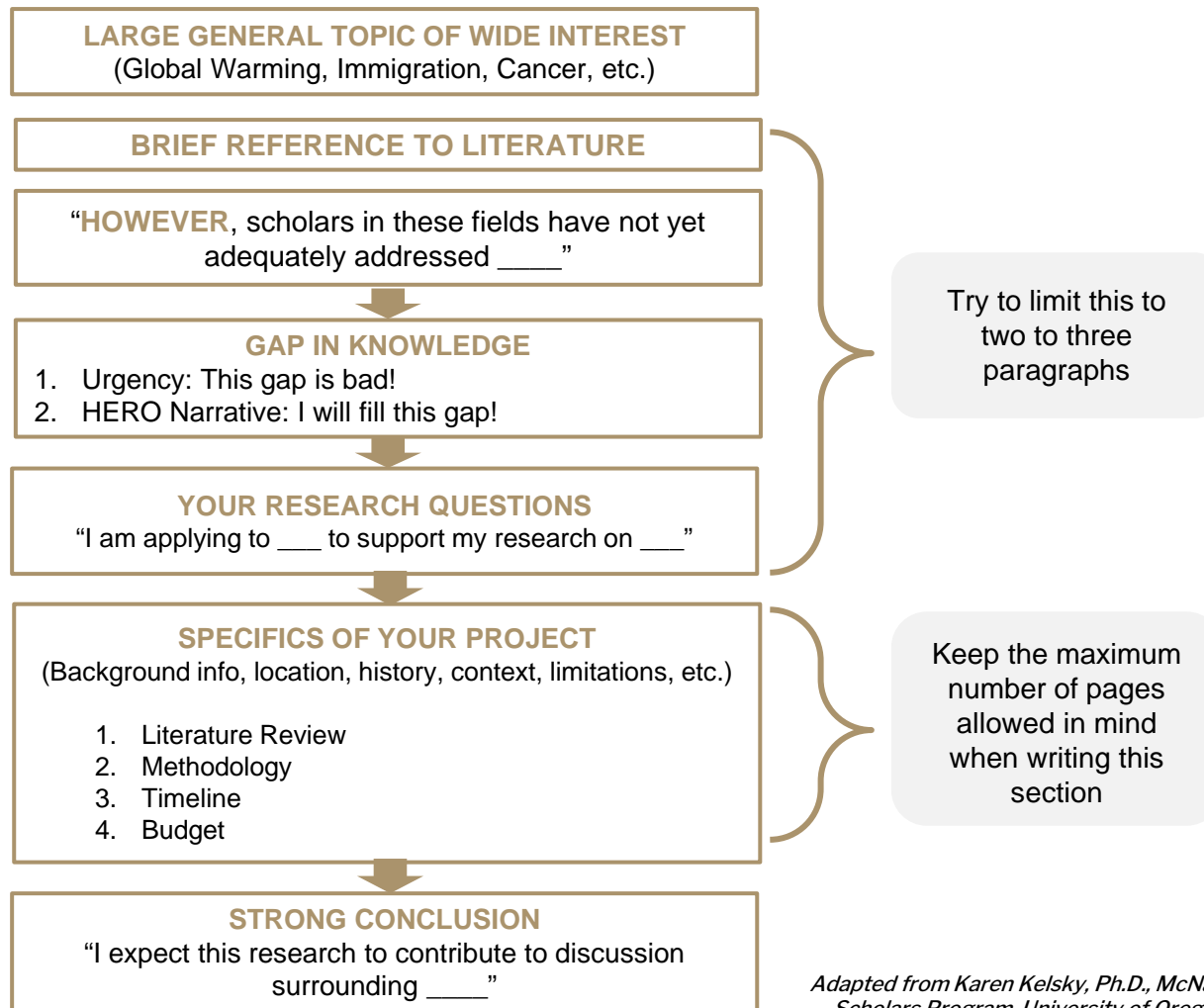- Conflict of Interest Form for key personnel is commonly required, either by the sponsor or by your institution

Proposal Writing: "Flow"

Finding a flow in your writing process can be difficult.

Here is an example of how to organize and structure your thoughts when writing a grant proposal.

TIP: *Many agencies will specify the number of pages allowed in the narrative section. To ensure compliance, be familiar with your funding source's specific guidelines.*

LARGE GENERAL TOPIC OF WIDE INTEREST
(Global Warming, Immigration, Cancer, etc.)

BRIEF REFERENCE TO LITERATURE

"**HOWEVER**, scholars in these fields have not yet adequately addressed _____"

GAP IN KNOWLEDGE
1. Urgency: This gap is bad!
2. HERO Narrative: I will fill this gap!

YOUR RESEARCH QUESTIONS
"I am applying to ____ to support my research on ____"

Try to limit this to two to three paragraphs

SPECIFICS OF YOUR PROJECT
(Background info, location, history, context, limitations, etc.)

1. Literature Review
2. Methodology
3. Timeline
4. Budget

Keep the maximum number of pages allowed in mind when writing this section

STRONG CONCLUSION
"I expect this research to contribute to discussion surrounding _____"

Adapted from Karen Kelsky, Ph.D., McNair Scholars Program, University of Oregon
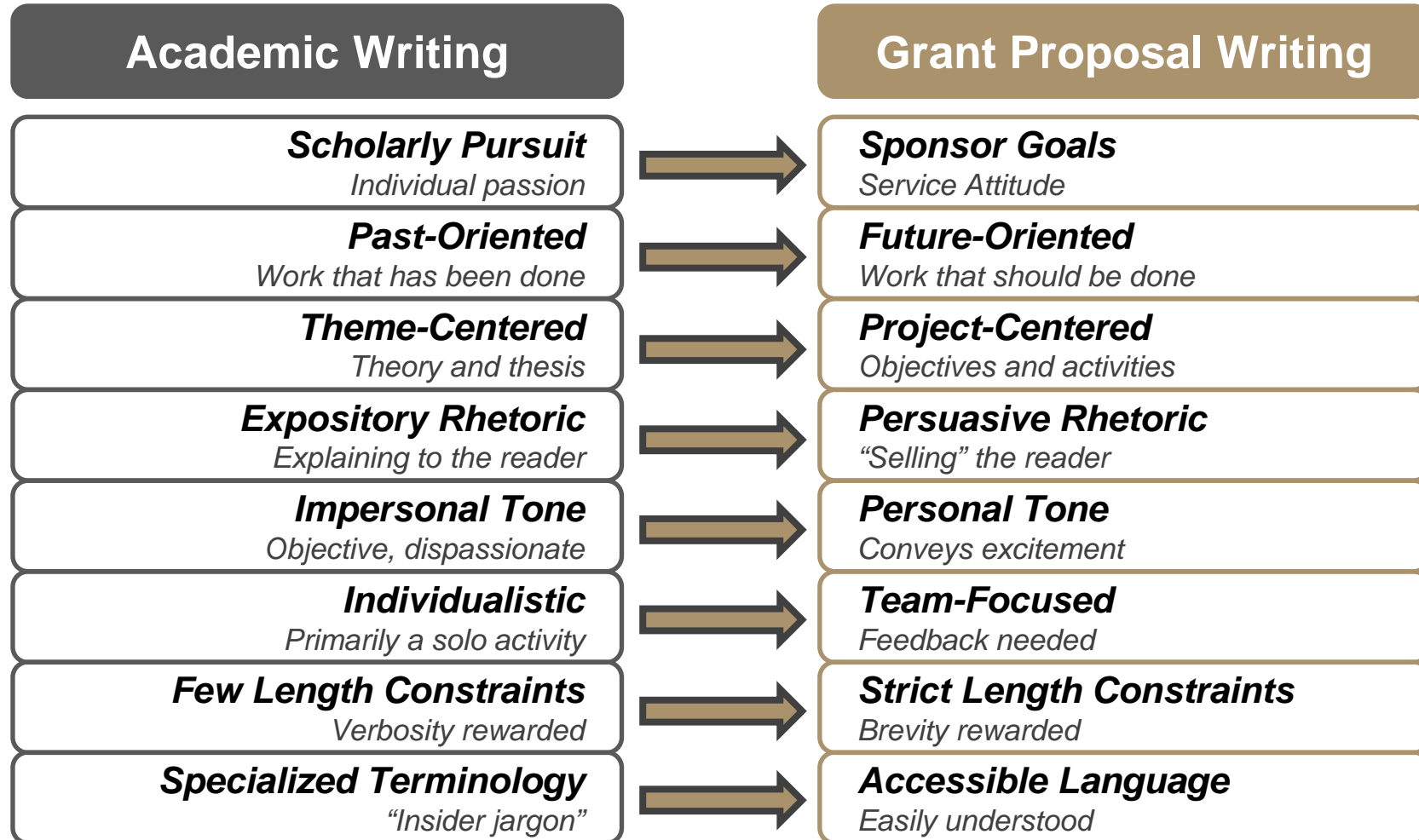
Proposal Writing: Best Practices

Even researchers with an excellent publishing record can struggle to craft a winning proposal.

Academic writing and grant proposal writing differ in several important ways.

You can compare and contrast the two styles on the right.

Academic Writing	Grant Proposal Writing
Scholarly Pursuit — *Individual passion*	**Sponsor Goals** — *Service Attitude*
Past-Oriented — *Work that has been done*	**Future-Oriented** — *Work that should be done*
Theme-Centered — *Theory and thesis*	**Project-Centered** — *Objectives and activities*
Expository Rhetoric — *Explaining to the reader*	**Persuasive Rhetoric** — *"Selling" the reader*
Impersonal Tone — *Objective, dispassionate*	**Personal Tone** — *Conveys excitement*
Individualistic — *Primarily a solo activity*	**Team-Focused** — *Feedback needed*
Few Length Constraints — *Verbosity rewarded*	**Strict Length Constraints** — *Brevity rewarded*
Specialized Terminology — *"Insider jargon"*	**Accessible Language** — *Easily understood*

Robert Porter: "Why Academics Have a Hard Time Writing Good Grant Proposal"

Do's & Don'ts of Pursuing Funding

|	👍 Things To Do	👎 Things Not to Do
General Approach	• Identify funding sources that align with your research • Familiarize yourself with the sponsor's website & monitor announcements regularly • Know the funding cycle	• Don't get discouraged if you don't win on the first try • It takes time to learn the process, learn how to write a winning grant, and to cultivate relationships with sponsors that will support you
Planning Ahead	• Develop and maintain relationships with key people (sponsors, university research offices, etc.) • **Reach out and talk to your sponsor! Funding decisions are made by people and they are more likely to fund you if they have talked to you and met you**	• Don't underestimate the time and effort needed to write grant proposals • Don't forget that you might need signatures of some very busy people - plan for it
Proposal Language	• Tailor your proposal language to each sponsor & each grant request • Instead of focusing on "*you*", write about how *you can solve* or address funder's needs or interests	• Don't simply copy and paste material from prior proposals • It's useful to have some "boiler plate" materials handy (e.g., bios, project descriptions), but don't forget to tailor them
Estimating Costs	• Learn how to assess and anticipate the real cost • Be realistic about the needed resources • Do a cost-benefit analysis	• Don't over promise or offer what you can't do

Additional Resources

FIT Resources

- Office of Sponsored Programs (OSP)
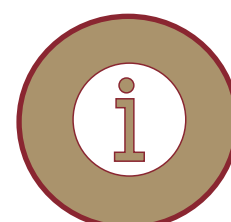- Grant Process
- Evans Library
- Research Toolbox Contact List
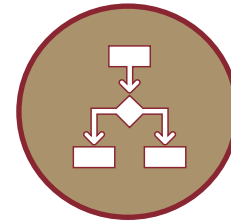
Visualizing the Process

- (Slide 31) Grant Process: *Lifecycle Overview*
- Grants.gov – Grant Lifecycle Timeline

FIT Forms

- Conflict of Interest Form
- Effort Report Form
- 3-year Budget Template (44.87% IDC)
- 3-year Budget Template (50% IDC)
- Subrecipient Questionnaire Form

More Resources

- Planning and Writing a Grant Proposal: The Basics (UW-Madison)
- Boyle, 2020 – Writing a Good Research Grant Proposal
- Porter, 2011 – Crafting a Sales Pitch for your Grant Proposal

FLORIDA TECH | ICCM
Institute for Culture, Collaboration, & Management

This toolkit was developed by I/O and ICCM faculty and students to support research efforts of our colleagues at the Florida Institute for Technology.

To provide feedback or report any technical issues with this PowerPoint, please contact
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