Contents

Preface		ix
Introduction		XI
Part I The	erspective of the Funding Agencie	s 1
Chapter	Getting Started	3
	A Grant Story The Language of Gantsmansh	5 in 6
	A Research Career Trajectory	ip 6 11
Chapter	Becoming Familiar With Funding	g Sources 25
	Sources of Funding for Health	and
	Human Services Profession	
	Learning About and Keeping T Funding Sources	rack of 30
	Interpreting Calls for Proposal	

v

vi	Contents
	 4

Part II The Pers	spective of the Grantee	51
Chapter 3	Developing Your Ideas for Funding	53
	Identifying Competitive Ideas What Ideas Are Hot and What Are Not Matching Ideas to Funding Priorities	53 60 61
Chapter 4	Learning About Your Institution	67
	Questions to Ask of Your Institution Institutional Review Board Procedures	68 72
Part III Writing	the Proposal	83
Chapter 5	Common Sections of Proposals	85
	Description of Common Proposal Sections for Research, Training and Demonstration Grants	85
Chapter 6	Preparing a Budget	117
	Information Required for Developing a Budget Basic Components of a Budget Budget Justification NIH Modular Format	117 122 130 132
Chapter 7	Technical Considerations	135
	Elements of a Concept Paper Needs Assessments and Pilot Efforts	135 138
	Obtaining Contractual Arrangements and Letters of Support Administrative Matters	141 144
Chapter 8	Strategies for Effective Writing	149
	Organizing for the Writing Task Problems With Writing The Grant Writing Team	150 153 156

Contents		vii
Part IV Models	for Proposal Development	161
Chapter 9	Four Project Structures	163
	Individual Project Model Consultative Project Model Cooperative Model Collaborative Model Choosing an Appropriate Project Structure	164 166 167 170
Chapter 10	The Process of Collaboration	177
	Theoretical Framework for Understanding Collaboration Roles and Responsibilities of Team Members Five-Stage Model of Collaboration Evaluating Indicators of Collaboration Problems and Solutions	178 181 186 193 197
Part V Life After A Proposal Submission 2		
Chapter 11	Understanding the Review Process	209
	Structure of the Review Process Review Criteria Scores and Categories of Acceptance and Rejection	210 217 219
	Resubmission Options	223
Chapter 12	A Case Study	235
	Excerpt From a Proposal A Critique	239 243
Part VI Receivi	ng the Grant Award	249
Chapter 13	Managing the Grant Award	251
	Federal Agency Requirements Notification and Implementation Process	252 254

riii		Contents
	Common Agency Reports Institutional Rules Budget Management Academic Policies	255 259 261 263
Appendix A	Common Questions and Their Answers	271
Appendix B	Acronyms	277
Appendix C	Select Web Sites	281
Appendix D	Sample Time Line, Budget Sheets and Flow Charts	283
Appendix E	Guidelines for Evaluating Collaborative Teams	289
Index		<i>2</i> 97