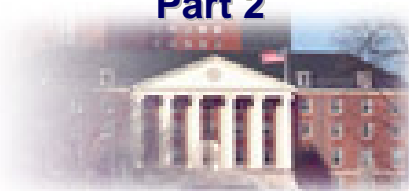


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Grant Writing for Success Part 2



Anthony M. Coelho, Jr., Ph.D.
 Dr.Coelho@Lycos.com
 Grant Success Associates

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Objective: Help You Secure Funding for Research



What is available?
How to get some?

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Important Things to Know:

- 1. The handout material is a reference resource**
- 2. The handout contains more information than I will discuss**
- 3. Information that is important is repeated to remind you that it is important**

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S

A

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Anthony M. Coelho, Jr., Ph.D.

Grant Success Associates

1 year

Health Research Associates

1 year

NIH Review Policy Officer

8 years

Scientific Review Administrator and Chief - Clinical Studies and Training Review Section - NHLBI

7 years

Peer Reviewer

12 years

NIH Funded Investigator

18 years

DOE Funded Investigator

8 years

Other Agencies and Private Sector Funding

G

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My Research Experience:

- Role of Diet, Exercise and Stress on Blood Pressure Regulation, Atherosclerosis and Cardiovascular Disease.
- Effects of Exposure to Electric and Magnetic Fields on the Central Nervous System

G

S

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Collaborators and Co-Investigators

2

Biological Anthropologists

2

Biostatisticians (and support staff)

2

Experimental Psychologists

3

Cardiovascular Physiologists (and labs)

3

Pathologists (and labs)

3

Lipid Biochemists (and labs)

1

Nutritionists

1

Exercise Physiologist (and lab)

2

Electrical Engineers (and support staff)

3

Veterinarians (and support staff)

Lots of technicians, Post-docs, Consultants

Good Grantsmanship

Principles for Success:

- Understand the Agency Mission
- Understand Peer Review
- Secure collaborators for areas in which you lack experience and training
- There are no competitors in science, there are only potential collaborators.
- Grant writing is a learned skill
- Grantsmanship is a full time job
- You are in control of your life

Understanding the Agency Mission

- **NIH Mission** is science in pursuit of fundamental knowledge about the nature and behavior of living systems **and the application of that knowledge to extend healthy life and reduce the burdens of illness and disability.**

NIH supports research:

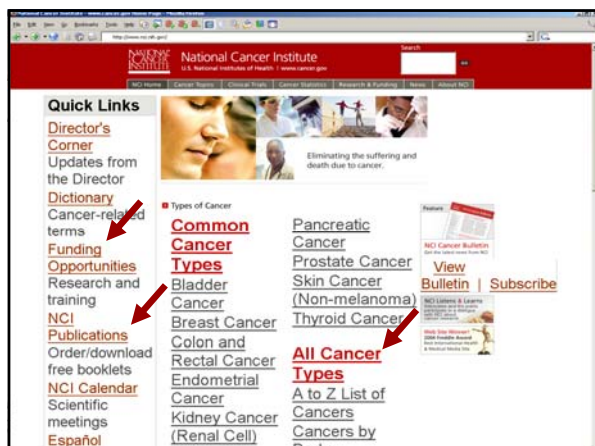
- in causes, diagnosis, prevention, and cure of human diseases;
- in processes of human growth and development;
- in biological effects of environmental contaminants;
- in understanding of mental, addictive and physical disorders; and
- in directing programs for the collection, dissemination, and exchange of information in medicine and health, including development and support of medical libraries and training of medical librarians and other health information specialists.

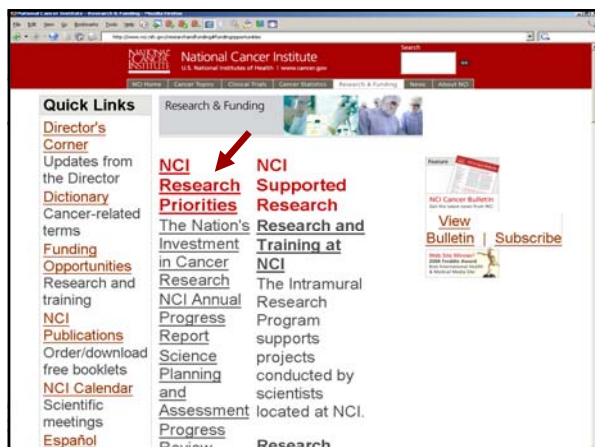
Understanding the Agency Mission:

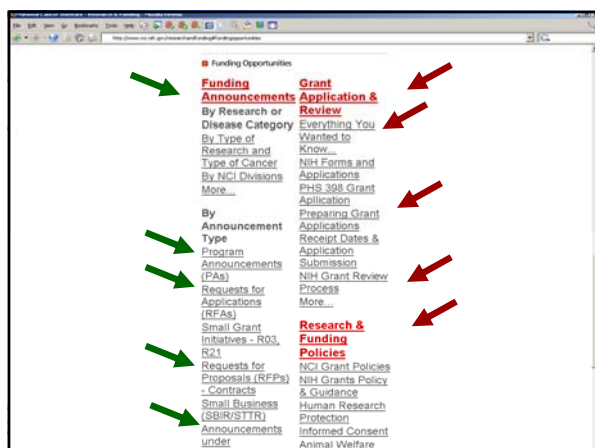
- NIH mission is based and defined in law
- Appropriations bills define expectations
- NIH must report to Congress that it has complied with the legislative expectations
- NIH reports to congress on success
- NIH funding dependent on success and compliance with the legislative mandate
- NIH success based on the success of the scientists it supports
- NIH wants you to be a successful scientist

NIH INSTITUTES AND CENTERS

• AA	National Institute on Alcohol Abuse and Alcoholism	NIAAA
• AG	National Institute on Aging	NIA
• AI	National Institute of Allergy and Infectious Diseases	NIAID
• AR	National Institute of Arthritis and Musculoskeletal and Skin Diseases	NIAMS
• AT	National Center for Complementary and Alternative Medicine	NCCAM
• CA	National Cancer Institute	NCI
• DA	National Institute on Drug Abuse	NIDA
• DC	National Institute on Deafness and Other Communicative Disorders	NIDCD
• DE	National Institute of Dental and Craniofacial Research	NIDCR
• DK	National Institute of Diabetes and Digestive and Kidney Diseases	NIDDK
• EB	National Institute of Biomedical Imaging and Bioengineering	NIBIB
• ES	National Institute of Environmental Health Sciences	NIEHS
• EY	National Eye Institute	NEI
• GM	National Institute of General Medical Sciences	NIHMS
• HD	National Institute of Child Health and Human Development	NICHHD
• HG	National Human Genome Research Institute	NHGRI
• HL	National Heart, Lung, and Blood Institute	NHLBI
• LM	National Library of Medicine	NLM
• MD	National Center on Minority Health and Health Disparities	NCMH
• MH	National Institute of Mental Health	NIMH
• RM	NIH Roadmap Initiative, Office of the Director	RIMOD
• NR	National Institute of Nursing Research	NINR
• NS	National Institute of Neurological Disorders and Stroke	NINDS
• RR	National Center for Research Resources	NCRR
• TW	John E. Fogarty International Center	FIC







PA-08-037: Thyroid in Aging (R01) - Notice Funding

Part I Overview Information

Department of Health and Human Services

Participating Organizations
National Institutes of Health (NIH), (<http://www.nih.gov>)

Components of Participating Organizations
National Institute on Aging (NIA) (<http://www.nia.nih.gov>)
National Cancer Institute (NCI) (<http://www.nci.nih.gov>)
National Institute on Diabetes and Digestive and Kidney Diseases (NIDDK) (<http://www.niddk.nih.gov>)

Title: Thyroid in Aging (R01)

Announcement Type
New

NOTICE: Applications submitted in response to this Funding Opportunity Announcement (FOA) for Federal assistance must be submitted electronically through Grants.gov (<http://www.grants.gov>) using the SF424 Research and Related (R&R) forms and the SF424 (R&R) Application Guide.

PA-08-037: Thyroid in Aging (R01) - Notice Funding

1. Research Objectives

Purpose

The purpose of this funding opportunity announcement (FOA) is to encourage submission of investigator-initiated research applications on the thyroid in aging. This FOA is intended to promote basic, translational, and clinical studies leading to increased understanding of the physiology of the aging thyroid and improved diagnosis and management of thyroid disease in the elderly.

Background

Thyroid disorders are common in the United States. Thyroid disease affected an estimated 10.4 million Americans between 1988 and 1994 (NHANES III survey). An additional 8.7 million Americans had biochemical evidence of "subclinical" thyroid disease, and it is estimated that 90% of individuals with subclinical hypothyroidism and 50% of individuals with subclinical hyperthyroidism may be unaware of their thyroid status. Therefore, thyroid disease represents a significant medical and public health challenge in the United States.

When compared to younger adults, prevalence of thyroid disease appears to increase with advancing age. Almost 16% of women and 11% of men 80 years old and older have

PA-08-037: Thyroid in Aging (R01) - Notice Funding

Background

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When compared to younger adults, prevalence of thyroid disease appears to increase with advancing age. Almost 16% of women and 11% of men 80 years old and older have hypothyroidism as suggested by stimulating hormone (TSH) levels > 4.5 mU/L. In comparison, 8.5% of women and 2% of men age 50-59 had TSH levels in this range. In healthy centenarians, however, mean TSH and free 3,5,3'-triiodothyronine (T3) levels, but not free thyroxine (T4) levels, are significantly lower than in healthy adults 20-80 years old. Furthermore, thyroid hormone levels fluctuate naturally within and between individuals, so single measurements may not accurately reflect an individual's thyroid function, and individual ranges of variation do not necessarily overlap among subjects. Therefore, "normal" thyroid function with aging is not well established.

Several mechanisms are probably involved in the biology of the aging thyroid. These include

2014-08-012: Turned to Aging (2014) - Mozilla Firefox

We encourage your inquiries concerning this funding opportunity and welcome the opportunity to answer questions from potential applicants. Inquiries may fall into three areas: scientific/research, peer review, and financial or grants management issues:

1. Scientific/Research Contact(s):

Basil A. Eldadah, MD, PhD
National Institute on Aging
Gateway Building, Suite 3C-307
7201 Wisconsin Avenue
Bethesda, MD 20892-9205
Phone: 301-496-6761
Fax: 301-402-1784
Email: eldadah@nia.nih.gov

Nancy J. Emenaker, Ph.D., R.D.
National Cancer Institute
6130 Executive Blvd
Executive Plaza North, Suite 3158
Bethesda, MD 20892-7326
Rockville, MD 20852 (Express/Courier Service)
Phone: (301) 496-0116
Fax: (301) 480-3925
Email: sciresearch@nci.nih.gov

Saul Malozowski, MD, PhD, MBA
Senior Advisor for Endocrine Physiology
Division of Diabetes, Endocrinology, and Metabolic Diseases
National Institute of Diabetes and Digestive and Kidney Diseases
Democracy Two
6707 Democracy Blvd RM 607 (For FedEx 20817)
Bethesda MD 20892-5400
phone: 301 451 4683
FAX: 301 480 3503
E-mail: sm872@nidd.nih.gov

2. Peer Review Contact(s):

2014-08-012: Research on Aging and Sleep Disorders - Mozilla Firefox

Section VII. Agency Contacts

We encourage your inquiries concerning this funding opportunity and welcome the opportunity to answer questions from potential applicants. Inquiries may fall into three areas: scientific/research, peer review, and financial or grants management issues:

1. Scientific/Research Contacts:

Carl E. Hunt, M.D.
National Center on Sleep Disorders Research
National Heart, Lung, and Blood Institute
6705 Rockledge Drive, 6022
Bethesda, MD 20892-7993
Telephone: (301) 435-0199
Email: hunts@nhlbi.nih.gov

Michael Twery, Ph.D.
Division of Lung Diseases
National Heart, Lung, and Blood Institute
6701 Rockledge Drive, 10116
Bethesda, MD 20892
Telephone: (301) 435-0202
Email: twerym@nhlbi.nih.gov

Andrew A. Morjan, Ph.D., M.P.H.
Neuroscience and Neuropsychology of Aging Program
National Institute on Aging
7201 Wisconsin Avenue, Suite 350
Bethesda, MD 20892-9205
Telephone: (301) 496-9350
Email: morjana@nia.nih.gov

2014-08-012: Research on Aging and Sleep Disorders - Mozilla Firefox

Ellen D. Wilt, Ph.D.
Division of Neuroscience and Behavior
National Institute on Alcohol Abuse and Alcoholism
5635 Fishers Lane, Room 2063
Bethesda, MD 20892-9304
Telephone: (301) 443-6545
Email: ewilt@nia.nih.gov

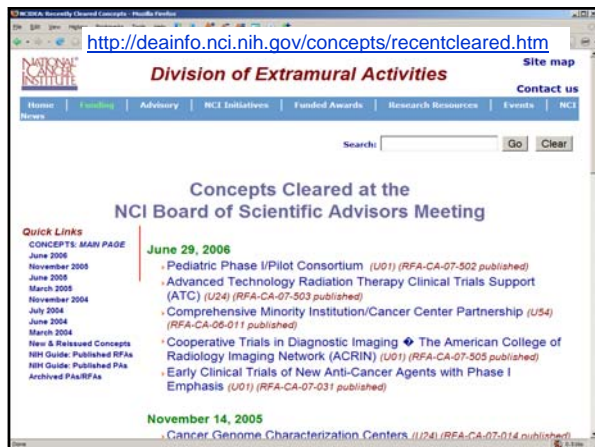
Deborah N. Ader, Ph.D.
Director, Behavioral and Prevention Research Program
National Institute of Arthritis and Musculoskeletal and Skin Diseases
6701 Democracy Blvd., Suite 800
Bethesda, MD 20892
Telephone: (301) 594-5032
Email: aderd@nida.nih.gov

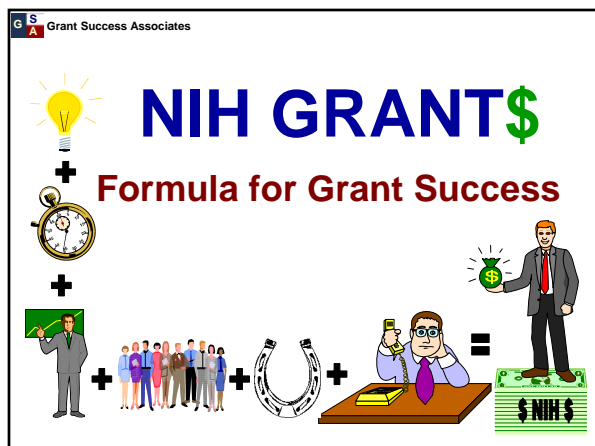
Ann O'Mara, Ph.D., R.N.
Program Director, Symptom Management/End of Life
Community Clinical Oncology Program (CCOP)
National Cancer Institute
6130 Executive Blvd., EPN 2010
Bethesda, MD 20892
Telephone: (301) 496-8541
Email: go45@nhi.gov

Lynne M. Havertox, M.D., M.P.H.
Center for Research for Mothers and Children
National Institute of Child Health and Human Development
8100 Executive Blvd. Room 4B05
Bethesda, MD 20892-7510
Telephone: (301) 435-6881
Email: havertox@nichd.nih.gov

Identify NIH Staff
who can help you













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Elements of Grant Success

 Good Ideas	 Good Reviewers
 Good Timing	 Good Luck
 Good Presentations	 Good Grantsmanship

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Good Idea

SIGNIFICANT?


- Does it address an important problem?
- How will scientific knowledge be advanced?

INNOVATIVE?

- Builds upon or expands knowledge base
- Capable of making a difference

UNDERSTANDABLE?

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Are These Good Ideas?

- Develop a vaccine to prevent HIV infection
- Develop a method to prevent HIV from replicating or mutating
- Produce a drug that will raise HDL and lower LDL without any toxic side effects
- Produce a drug that will lower blood pressure without any side effects
- Study the human genome



Are These Ideas Understandable?

What if you thought of these ideas in

1952? 1962? 1972? Are they still Good Ideas?

- Develop a vaccine to prevent HIV infection
- Develop a method to prevent HIV from replicating or mutating
- Produce a drug that will raise HDL and lower LDL without any toxic side effects
- Produce a drug that will lower blood pressure without any side effects
- Study the human genome



Good Timing

- Will the idea be understood by others?
- Does it build upon existing knowledge?
- Does it build upon similar ideas?
- Do you have preliminary data?
- How will the idea be received?



Good Timing is NOT

“I plan on submitting a grant application in two weeks can you tell me who might be a good program person for me to speak with before I send my application in?”



Good Presentation

Organize the Application

- What do you want to do?
- Why do you want to do it ?
- How are you going to do it?
- What is the expected outcome?
- Why is it a good thing?



Good Presentation: Organize the Application


- Develop a logical outline (presentation sequence)
- Use **Section Heading** - help reviewers "find things"
- **Heading must reflect the contents of the paragraphs**
- Use both major and minor section headings
- Make it easy for reviewers - Don't make them work
- Use a detailed table of contents
- Do everything to help reviewers:
 - Understand your idea,
 - Why it is important and
 - Why it is reasonable and feasible




Good Presentation

Address Review Criteria:

Significance
Approach
Innovation
Investigator
Environment




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Good Presentation: Address Review Criteria

(1) SIGNIFICANCE:

- Does this study address an important problem?
- If the aims of the application are achieved, how will scientific knowledge or clinical practice be advanced?
- What will be the effect of these studies on the concepts, methods, technologies, treatments, services, or preventative interventions that drive this field?


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Good Presentation: Address Review Criteria

(2) APPROACH:

- Are the conceptual or clinical framework, design, methods, and analyses adequately developed, well integrated, well reasoned, and appropriate to the aims of the project?
- Does the applicant acknowledge potential problem areas and consider alternative tactics?




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Good Presentation: Address Review Criteria

(3) Innovation:

- Is the project original and innovative? For example: Does the project challenge existing paradigms or clinical practice; address an innovative hypothesis or critical barrier to progress in the field?
- Does the project develop or employ novel concepts, approaches, methodologies, tools, or technologies for this area?



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Good Presentation:
Address Review Criteria

(4) Investigator:

- Are the investigators appropriately trained and well suited to carry out this work?
- Is the work proposed appropriate to the experience level of the principal investigator and other researchers?
- Does the investigative team bring complementary and integrated expertise to the project (if applicable)?



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Good Presentation:
Address Review Criteria

(5) Environment:

- Does the scientific environment in which the work will be done contribute to the probability of success?
- Do the proposed studies benefit from unique features of the scientific environment, or subject populations, or employ useful collaborative arrangements?
- Is there evidence of institutional support?


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Good Reviewers

Reviewer → Good Reviewer

- Organize and make reviewers “Happy”
- Make it easy for them to understand things
- Make it easy for them to find things
- Make it easy for them to be your advocate
- Don’t make them “work hard”

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Good Reviewers

Factors Involved in Reviewer Assignment

- Abstract
- Specific Aims
- Methods Section
- Self Referral Letter - request specific study section
- Research the background of the review committee
- Letter to SRA recommending types of reviewers

TYPES OF REVIEWERS NOT NAMES OF REVIEWERS

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Good Reviewers


Know who the potential reviewers are and do what you can to control the selection process.

Self Referral Letter - request specific study section

- Research the background of the review committee
 - **CRISP Database**
 - **Rosters of Committees**
- Letter to SRA recommending types of reviewers

TYPES OF REVIEWERS NOT NAMES OF REVIEWERS

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Good Luck

The consequence of:

- Good Ideas
- Good Presentation
- Good Timing
- Good Reviewers
- Good Grantsmanship

COMMUNICATE WITH NIH

- Program Staff
- Review Staff
- Grants Management Staff

Improve your luck by preventing problems before they happen

COMMUNICATING WITH NIH

Before Submitting, Call Institute Program Staff

- Assess scientific interest and match
- What do they want to fund?

Submit Your Application With a Cover Letter

- Institute interest
- Study Section Interest - Charter

COVER LETTER

- Suggest Key Areas of Expertise Required
- Do Not Suggest Specific Reviewer Names
- Suggest Institute(s) For Potential Funding
- Suggest Study Section(s) For Review

COMMUNICATING WITH NIH

CONTACTS WITH REVIEW STAFF

Scientific Review Administrator answers

- Questions about the review process
- Format and structure of application
- "Oops" missing material or late material

COMMUNICATING WITH NIH

AFTER REVIEW, CONTACT PROGRAM STAFF

Institute Program Administrator

- Questions about the discussion of your application (after you have summary statement)
- Scores and percentiles
- Questions about the fundability of application

REVISE & RESUBMIT

Do Not Appeal Review Outcome

NIH Appeal Outcomes:

1. Council Denies Appeal (bad outcome)
2. Council Accepts Appeal: Original Application and Letter of Appeal is sent to the Same Study Section for a second examination and evaluation (bad outcome)
3. Council Accepts Appeal: Original Application be sent to a new Study Section but without the Letter of Appeal (bad outcome)

REVISION COVER LETTER

- For Revisions, Indicate Review History
- Request Same Or Different Study Section
- Provide Justification for your request
- Don't be Argumentative ! Never!
- Don't be Abrasive ! Never!

Q What if you know that you are “**Right**” and the reviewers are “**Wrong**”, is it appropriate to argue your position in your resubmission

A NO! NO! NO! NO! NO! NO! NO!

Remember

- An application for funding is not about the facts of your completed research.
- It is about ideas and potential research
- Never be Argumentative !
- Never be Abrasive !
- Do not do longterm damage to yourself

REVISING & RESUBMITTING

- Write A Clear Introduction Section
- Address All Criticisms Thoroughly
- Respond Constructively
- Accept the Help of Reviewer Comments
- Don't Be Argumentative !
- Don't be Abrasive !

REVISING & RESUBMITTING

- Update Preliminary Results
- Remember that Properly Revised applications can receive fundable scores and subsequent \$\$
- Maintain communications with Scientific Review Administrator and Program Administrator

DO'S AND DON'TS

- Do Pursue original science. This is an area that study sections are most concerned about.
- Do Provide a well focused research plan.
- Do not let your ideas wander from the main theme.

“This application is characterized by ideas that are both original and scientifically important.

Unfortunately the ideas that are scientifically important are not original and the ideas that are original are not scientifically important.”

“In addition to proposing a research design that is a fishing expedition,

the applicant also proposes to use every type of bait and piece of tackle known to mankind.”

DO'S AND DON'TS (2)

- Provide a critical approach to project.
- Discuss potential problem areas and alternative approaches.
- Never assume that the reviewers will know what you mean.
- Always be explicit about what you want the reviewers to know and what they need to know.

DO'S AND DON'TS (3)

- Read the application instructions carefully.
- Read the application instructions carefully.
- Read the application instructions carefully.

DO'S AND DON'TS (4)

- Read the application instructions carefully.
- They may seem overwhelming but the effort is worth it and could spell the difference between success and failure.
- Supply sufficient detail.
- Stay within the page limitations.
- If you don't understand something in the instructions ask for help .
- Call the SRA call the PA.

DO'S AND DON'TS (5)



- Do Secure collaborators for areas of research in which you lack experience and training.

Point of View



- There are no competitors in science,
- There are only potential collaborators.

DO'S AND DON'TS (6)

- Secure collaborations for areas of research in which you lack experience and training.
- “Independent Researcher” does not mean that you working in isolation.
- “Independent Researcher” does mean that you set the direction of the research
- Don't give the impression of being intellectually “Isolated”.

DO'S AND DON'TS (7)

- Prepare a reviewer friendly application.
- It should be well organized and clear.
- Tables and figures should be easily viewed.
- Do not hand-draw structures.
- Do not photoreduce your application to an unreasonable size.
- Remember that Reviewers work late at night.

DO'S AND DON'TS (8)

- Do not be overly ambitious.
- Project a realistic amount of work.
- Provide a thorough literature search.
- Be sure you have found key references.
- Know your Reviewers - do literature searches of committee members.
- Minimize typographical errors.

DO'S AND DON'TS (9)

- If you are a new investigator, ask for 5 years.
- The sentiment at NIH is to award sufficient time and funds for new investigators to establish their programs.
- Make sure that you have collaborators who can compensate for your deficiencies and who add credibility to your innovative ideas.
- Don't appear intellectually isolated.

DO'S AND DON'TS (10)

- If your application is a renewal or supplement request, be aware that study section members will not have the benefit of your previous application but rather only the previous summary statement.
- Be sure to explain your progress carefully in the current application.
- Publish, Publish, Publish - be productive.

BEFORE YOU SUBMIT AN APPLICATION

- Show your application to a colleague
- Show your application to a colleague who knows little to nothing about your area of research and ask them if they understand
 - What you are proposing to do?
 - How you are proposing to do it?
 - Why you are proposing to do it?

If they do not understand Revise until they do

- Get feedback on clarity
- Get feedback on scientific merit

AFTER REVIEW IS OVER

- The Program Administrator at the Institute to which your proposal was assigned is the new contact point. [Wait for the Summary Statement](#)
- Address any concerns on review to them.
- Appeal letters are appropriate only if review was flawed (legal and procedural).
- [More constructive use of your energy is amending and resubmitting the application and incorporating reviewer comments.](#)
- [Do not take the review comments personally.](#)

IF YOU RESUBMIT

- Answer previous critiques completely
- Supply an introduction section which explains the changes you have made
- [Leave your irritations with the review out of your resubmission](#)
- [Don't argue or be hostile](#)
- You will not be help yourself if you force the study section into a defensive posture
- [Accept Reviewers comments and suggestions as helpful and incorporate them in your revision](#)

IF YOU RESUBMIT

- **Remember that the study section will have the previous summary statement, but not the previous application.**
- **Do not refer to the previous application for details.**
- Remember that reviewers are generally trying to help you become a better research scientist

Top 10 errors in grant proposals

1. Proposing to do too much

- Common problem of new PIs
- Giving reviewers too many targets to throw darts at
- Assuming that the reviewers will be impressed with your ability to do everything
- Demonstrates a lack of focus

Top 10 errors in grant proposals

2. Not Amending proposals properly

- Hasty response
- Giving reviewers new targets to throw darts at (change in the wrong places)
- Failing to take advice
- Failing to take advice of reviewers
- Failing to respond to reviewer comments
- Revising only what the reviewers point out and not using the opportunity to create a better application.

Top 10 errors in grant proposals

3. No Hypotheses or Predictions

- Methods in search of reasons
- Create animal models
- Descriptive ‘bean counting’ or ‘fishing’

[If you must do any of these, explain why.]

Top 10 errors in grant proposals

4. Silly Hypotheses

We propose to test the hypothesis that our methods of measurement are better than your methods of measurement

Top 10 errors in grant proposals

5. Disconnect between Specific Aims and Research Design & Methods

- Methods without Designs
- Incomplete details of methods

Top 10 errors in grant proposals

6. Expertise missing

- Failure to demonstrate capability in preliminary studies
- Capability not demonstrated in publications
- Lack of appropriate collaborators and consultants
- Reliance on cameo appearances as backup

Top 10 errors in grant proposals

7. Non-Modular Budget

- Inflated budget
- Naïve low budget without explanation

Top 10 errors in grant proposals

8. Tilting at other people's windmills

- There are no “kid's grants”
- R03 and R21 grants are **NOT first steps** towards getting R01 grants
- R03 and R21 grants are **NOT easier to get** than R01 grants
- Present your best science and use the right mechanism = R01

Top 10 errors in grant proposals

9. Sloppiness

- Dense text pages
- Inconsistent information
- Typographical errors, poor grammar
- Logical failure
- Poor organization
- Poor organization
- Failure to read instructions
- Failure to read instructions
- Failure to follow instructions
- Failure to follow instructions

Top 10 errors in grant proposals

10. Unexplained hiatus in productivity

- Explain to the reviewers what happened - do not make them guess or assume an answer

Resources

Funding Opportunities

Sites with important information:

<http://grants.nih.gov/grants/index.cfm>

<http://grants.nih.gov/grants/welcome.htm#introduction>

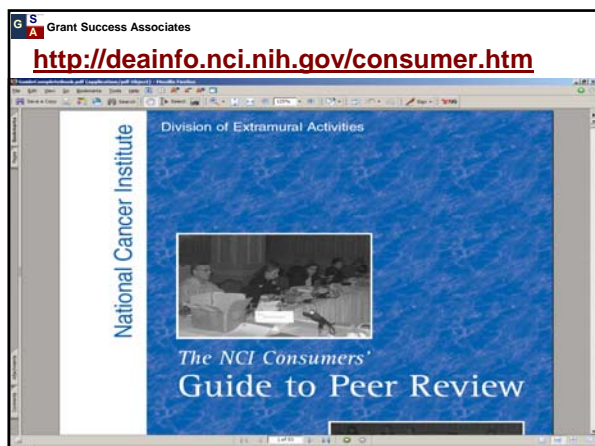
<http://deainfo.nci.nih.gov/funding.htm>

<http://deainfo.nci.nih.gov/extra/extdocs/grantrevprocess.htm>

<http://www.niaid.nih.gov/ncn/grants/default.htm>

<http://www.niaid.nih.gov/ncn/grants/charts/default.htm>

<http://www.niaid.nih.gov/ncn/glossary/default.htm>



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How to Write a Grant Application

http://grants2.nih.gov/grants/grant_tips.htm

<http://www.niaid.nih.gov/ncn/grants/>

<http://www.nlm.nih.gov/scr/edn/grants-resources.htm>

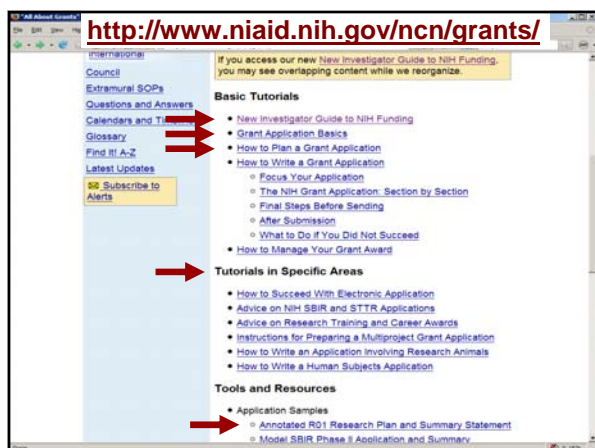
<http://www.nigms.nih.gov/funding/tips.html>

http://www.nigms.nih.gov/funding/moregrant_tips.html

<http://deainfo.nci.nih.gov/EXTRA/EXTDOCS/gntapp.htm>

<http://12.46.245.173/cfda/cfda.html>


<http://cpmcnet.columbia.edu/research/writing.htm>





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Rule #1


 **DO NOT** write the application for Yourself unless you are going to fund it yourself

You **MUST** convince the entire review committee and the funding agency

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Rule #2

STUDY SECTIONS
DO NOT FUND!



INSTITUTES FUND!

Rule #3

**You must satisfy the
needs of reviewers and
the needs of the
funding agency**



Rule #4

***Reviewers are never wrong,
Reviewers are never right;
they simply provide an
assessment of material that you
provided
in your application***



Rule #5

***Comments in the summary
statements are never about
you as a person.***

***The comments are about the material
that you provided in your application
and the way in which you provided the
information***



Rule #6

The comments in the summary statements only list some of the weaknesses not all of the weaknesses.

When you revise your application use the time as an opportunity to improve the entire application.



Rule #7

Always contact NIH staff before you submit an application and preferably when you are in the planning stages.

Make sure that you give yourself and the NIH staffer enough time to work together.



Q. Do I really have to contact NIH before I submit an application?

A. Only if you want to get funded!

- Always contact program staff during application development
- Must contact & IC staff prior to a submission if you want them to agree to accept the application for any investigator-initiated competitive applications with $\geq \$500,000$ direct cost for any single year
- Request must be at least six weeks before deadline

Rule #8



DO NOT write the application for the “Specialist”

You **MUST** convince the entire review committee

Rule #9



Secure Collaborators for areas of research in which you lack experience and training and who can complement you. Let them help you prepare the best possible application

Rule #10



Secure a mentor or mentors who can help you succeed

Who is a good Mentor?

GS Grant Success Associates

EXAM Question

What are the Elements of the Formula Grant Success?

GS Grant Success Associates

Grantsmanship

* **Knowing + Understanding**

- What to do
- How to do it
- When to do it
- What to do when things don't go as planned

* **Being willing to do what is needed**

* **Doing it- doing what is needed**

Understanding Peer Review

GS Grant Success Associates

NIH GRANT\$

Formula for Grant Success

Thank You

See the Videos

http://ora.stanford.edu/ora/ratd/nih_04.asp

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