Anatomy of a Winning Proposal

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CAHSSA

California Alliance for Hispanic-serving Social Science Advancement

Today's Agenda

- Time management
  - Planning, writing, and revising
- Find your compelling story (breakout rooms)
- Project Summary
- Project Narrative
- Q&A
- Networking (breakout rooms)
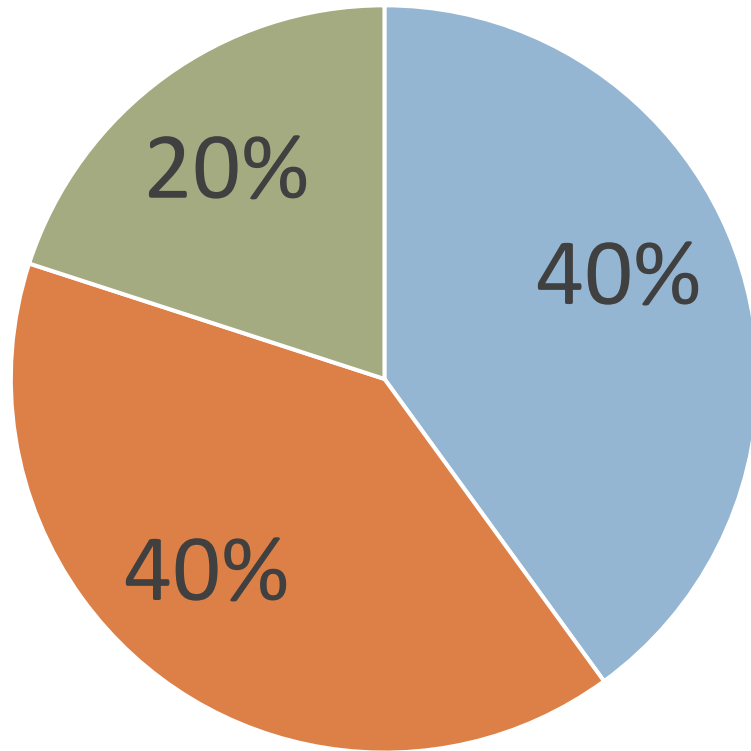- Writing Tips
- Next Steps

Upcoming Webinars

- Developing Grant Budgets & Data Management Plans
  - **April 22, 10:00 – 12:00**

- Describing Social Science Methods in Proposals
  - **May 19, 12:00 – 2:00**

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Time Management

Finding the time to write grant proposals

Typical Expectations

- **Most Common Model (40-hour work week):**
- Teaching @ 40% = 16 hours/week
- Research @40% = 16 hours/week
- Service @ 20% = 8 hours/week

Intentional Planning Mapped to Tenure & Promotion

- Reality:

- Work hours vary between 40 – 75/week

- Avg = 61 hours/week

4-year University (% from AAUP data):

Teaching @ 58% (= 35 hours/week)

Research @22% (= 13 hours/week)

Service @ 20% (= 12 hours/week)

Hours Worked by Academic Rank

Time for Grant Writing

Research and external funding
- 17% of work week
- 27% of weekend work

Components of Grant Writing

- Journal writing
- Grant writing
- Research implementation
- Data analysis
- Administrative tasks

https://www.insidehighered.com/news/2014/04/09/research-shows-professors-work-long-hours-and-spend-much-day-meetings
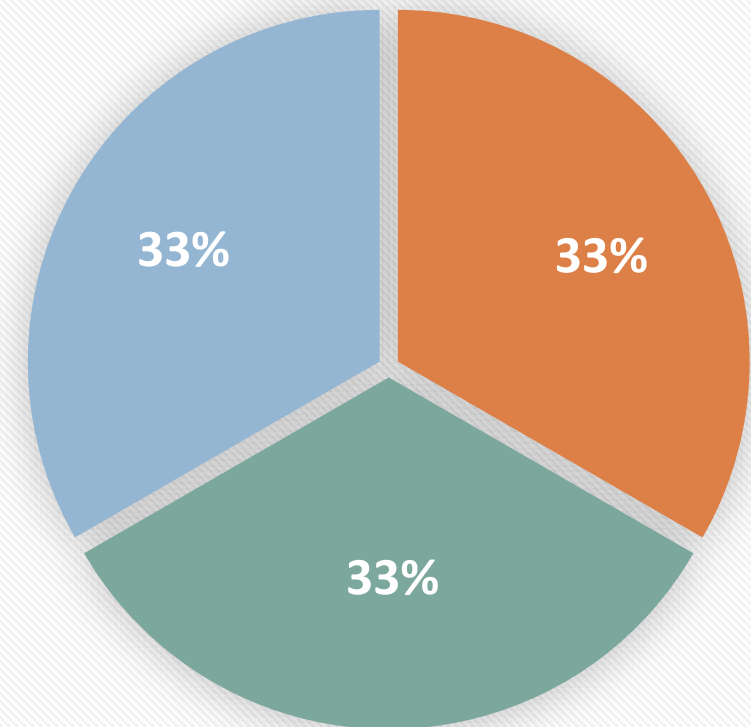
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- GRANT
  - **G**ive yourself lots of time to prepare, write, and revise proposal
  - **R**each out to internal supports and external partners and collaborators
  - **A**ssess community, classroom/institutional, or industry needs
  - **N**etwork with colleagues, mentors and community
  - **T**rain students as research assistants

https://www.facultyfocus.com/articles/teaching-and-learning/writing-your-first-grant/

**Time Management:
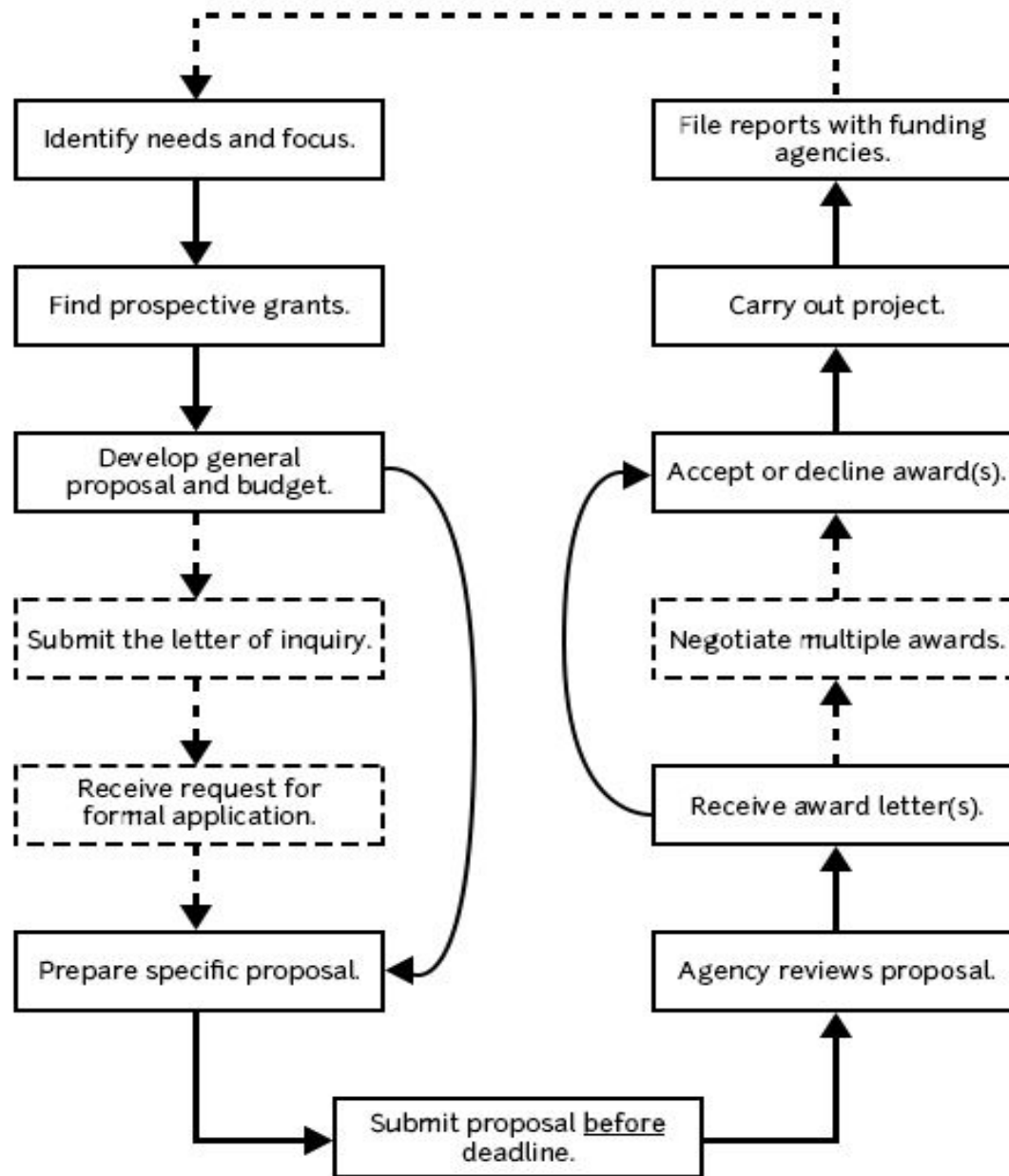Grant Proposal Preparation**

33%

33%

33%

■ Planning ■ Writing ■ Revising

Objective Activities		Performed by	Output/ Deliverable	Timeline	Budget (optional)
Objective 1	Activity 1a	• PI • Co-PI • Consultant • Qty of students		Step 1: Months 1-3, Year 1 Step 2: Months 2-5, Year 2 Step 3: mm/yyyy – mm/yyyy	
	Activity 1b				
	Activity 1c				
	Impact:				
Objective 2	Activity 2a	• PI • Co-PI • Qty of students		Step 1: mm/yyyy – mm/yyyy Step 2: mm/yyyy – mm/yyyy Step 3: mm/yyyy – mm/yyyy	
	Activity 2b				
	Activity 2c				
	Impact:				
Objective 3	Activity 3a	• Co-PI • Qty of students • External Evaluator		Step 1: mm/yyyy – mm/yyyy Step 2: mm/yyyy – mm/yyyy Step 3: mm/yyyy – mm/yyyy	
	Activity 3b				
	Activity 3c				
	Impact:				

- Helps with planning grant project
- Defines roles and responsibilities
- Manages life demands/eases stress

- Can be placed into project narrative (or budget justification w/budget column)
- Conveys grant management expertise to reviewers

Grant Writing

It is a circular process!

Diagram 1. The Grant Writing Process

- Begin with an early idea
- Apply often
- Anticipate reviewer questions
- Revise rejected proposals
- Follow proposal guidelines exactly
- Be explicit and specific
- Be realistic and credible
- Connect RQs to objectives to methods to results to dissemination

Laura Enriquez, Ph.D. Associate Professor, UCI Chicano/Latino Studies

- National Academy of Education/Spencer Postdoctoral Fellow

- Research focuses on the educational, political, and social experiences of undocumented young adults and members of mixed-race families.

- Funding support includes the American Sociological Association, National Science Foundation, Social Science Research Council, the Haynes Foundation, and various initiatives within the UC system

- Principle Investigator on the Undocumented Student Equity Project and the UC Collaborative to Promote Immigrant and Student Equity

Shaping a Project Proposal for Different Funders

Laura Enriquez, Ph.D.

Identifying Multiple Funders

William T. Grant Foundation

- "Build, test, or increase understanding of programs, policies, or practices to reduce inequality in the academic, social, behavioral, or economic outcomes of young people ages 5-25 in the United States."

Spencer Foundation

- "Touching on the most pressing questions and opportunities in education"

- "contributing to more just learning environments"

- "Reaching beyond academic audiences and leading to lasting improvement in education and learning"

Tailoring to Multiple Funders

William T. Grant Foundation

- "Our study will identify effective levers to **reduce inequities** for immigration-impacted Latinx college students, specifically those who are undocumented or are U.S. citizens with undocumented parents.

- "Efforts to advance equity for undocumented students have focused on establishing institutional support services but no research has established their effectiveness at reducing inequity."

Spencer Foundation

- "We will convene a Community Advisory Board (CAB) to provide feedback on the survey instrument and analysis plan, and aid in the interpretation of results and identification of policy and practice implications."

- "We will develop products that we can disseminate in accessible ways to a broad audience: ... 2) We will write two policy reports to advance a new slate of policies and practices to reduce inequities. These will be disseminated broadly to institutional leaders as well as advocacy organizations and policy makers in California and beyond."

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Other things to consider

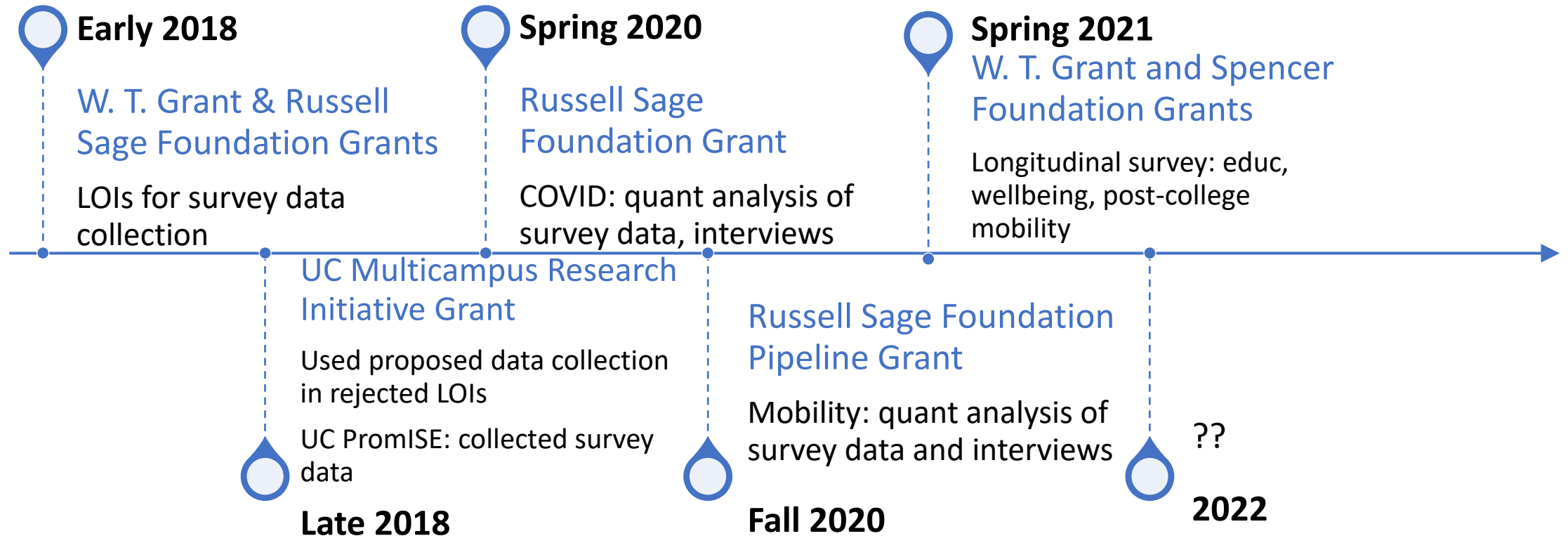**Multiple submission is a common strategy**

- No rules preventing submission to multiple funders

You can't receive money for the same items

- Submit same budget but revise if both awarded
- Decline and duplicate award

Split into multiple phases to build up to larger budget

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Understanding Grant Writing as a Long Game

Early 2018

W. T. Grant & Russell Sage Foundation Grants

LOIs for survey data collection

Spring 2020

Russell Sage Foundation Grant

COVID: quant analysis of survey data, interviews

Spring 2021

W. T. Grant and Spencer Foundation Grants

Longitudinal survey: educ, wellbeing, post-college mobility

UC Multicampus Research Initiative Grant

Used proposed data collection in rejected LOIs

UC PromISE: collected survey data

Late 2018

Russell Sage Foundation Pipeline Grant

Mobility: quant analysis of survey data and interviews

Fall 2020

??

2022

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Anatomy of a Grant Proposal

The heart and the spine of your project!

The California State University

Find your compelling story

You just realized that you are in an elevator with a funder. You have <mark>one minute</mark> to pique their interest to invest in your project.

- Each person will take a turn!
- Focus on the most important information and present it in the most compelling manner in one minute or less.

If you don't have a project to share, talk for one minute about your research interests

Compelling one-minute story

I want to know more!!

Example:

Type into the chat what you like and/or don't like about this one-minute speech.

Today's problems demand a qualified and diverse STEM workforce; however, the low numbers of underrepresented minority students (URMs) and women in research programs are recognized as a key problem in undergraduate education. This proposal gets to the heart of the matter through three parallel pipelines: 1) focused faculty research, 2) student-centered industry-inspired projects, and 3) education and community engagement. CSUX is the prime location to influence change. A federally-designated, state-funded, mid-sized Hispanic Serving Institution located within range of a booming data-driven industry, the student population is majority Hispanic, first-generation college-attending, and female - all attributes with which the PI identifies. By providing undergraduate students with early quality research opportunities, much-needed resources and mentorship, and building industry and community relationships, a generation of talented but underserved students will be uplifted and transformed into research leaders and role models within our national community.

• Writing the Project Summary

o Plagiarize the RFP!!

o Determine the most important aspects of the project
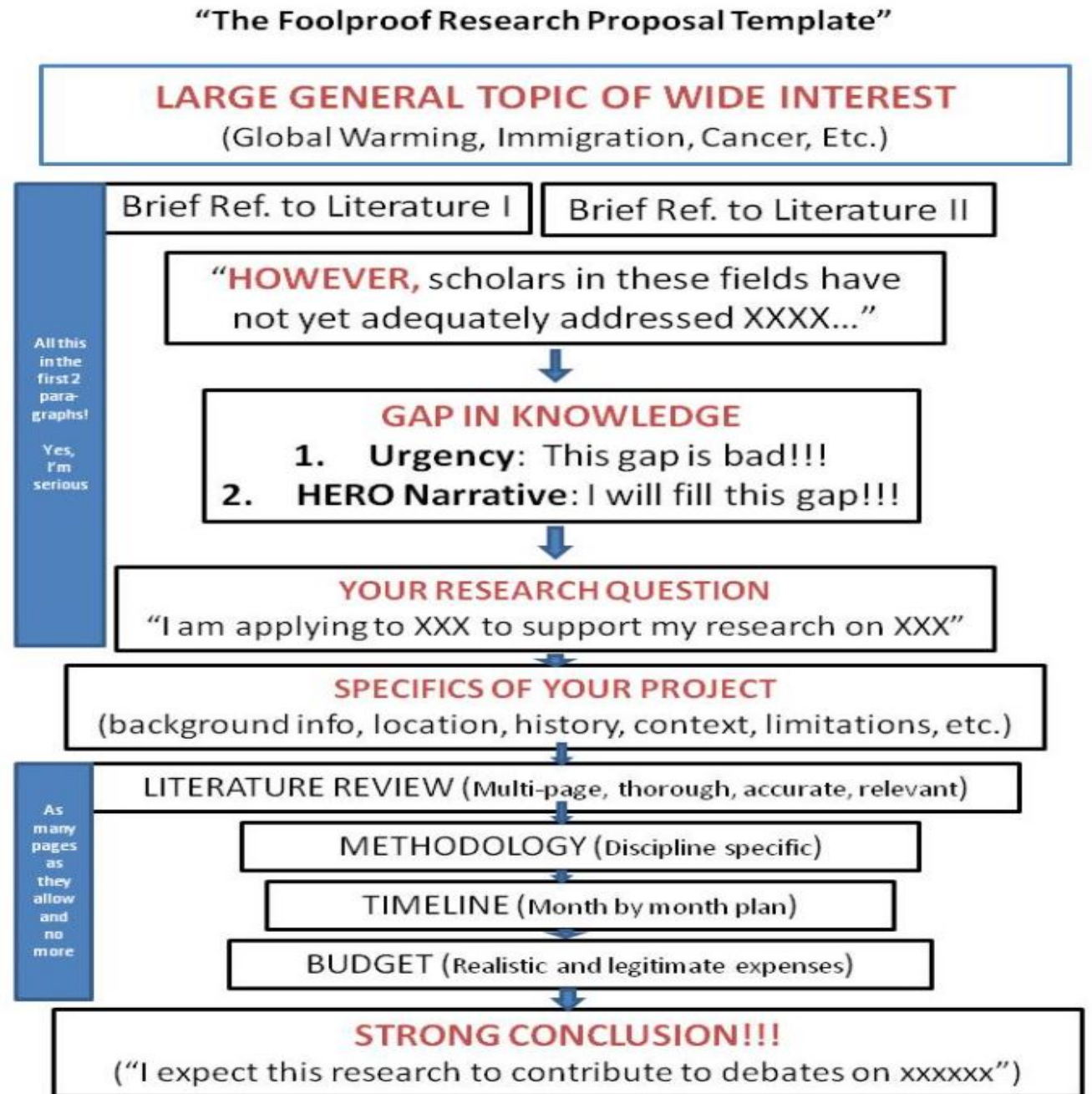
o Tell a compelling story!!

Project Narrative: Common Components

- Introduction
- Project goals and objectives
- Description of project
- Review of literature
- Personnel
- Evaluation
- Supplementary materials

- Budget (April)
- Data Management (April)
- Methodology and design (May)

Project Narrative

- What:
  - Problem/Issue
  - Project description
- Why:
  - Importance/Significance
  - Purpose/Rationale
  - Impact
- Who:
  - Personnel (Narr and Supp Docs)
  - Context
- When
  - Timeline
- How:
  - Methods and Design
  - Rationale again

"The Foolproof Research Proposal Template"

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

Brief Ref. to Literature I   Brief Ref. to Literature II

All this in the first 2 paragraphs!

Yes, I'm serious

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

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

YOUR RESEARCH QUESTION
"I am applying to XXX to support my research on XXX"

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

As many pages as they allow and no more

LITERATURE REVIEW (Multi-page, thorough, accurate, relevant)

METHODOLOGY (Discipline specific)

TIMELINE (Month by month plan)

BUDGET (Realistic and legitimate expenses)

STRONG CONCLUSION!!!
("I expect this research to contribute to debates on xxxxxx")

May be reproduced with credit: **Karen Kelsky**, Ph.D., McNair Scholars Program, University of Oregon

Debbie Ma, Ph.D.
Professor, CSU Northridge Psychology

- Research focuses on investigating stereotyping and prejudice and face processing from a social cognitive perspective.

- Maintains an active lab of undergraduate and Master's level students.

- Funding support includes grant awards from the National Science Foundation and CSUN as well as fellowship awards from the University of Chicago, the American Psychological Association, and CSUN.

Intellectual Merit and Broader Impacts the CSU way

Debbie Ma – California State University Northridge

March 2022

My experience applying for NSF funding

Intellectual Merit

- ## What is "Intellectual Merit"?
  - Advancing knowledge
  - Transform thinking or generate novel questions

- ## Considerations
  - Is the scope of work reasonable based on:
    - Research team
    - Proposed timeline
    - Institutional and PI resources

Challenges to Achieving Intellectual Merits at CSU?

- How does your training/affiliation/student pool *uniquely* qualify or position you to conduct this research?

- Institutional resources (e.g., large grant release, summer support, etc.)

- Reframing slower research as a positive

- Calibrating research objectives based on resource limitations

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Broader Impacts

"Broader impacts may be accomplished through the research itself, through activities that are directly related to specific research projects, or through activities that are supported by, but are complementary to, the project. NSF values the advancement of scientific knowledge and activities that contribute to the achievement of societally relevant outcomes."

Broader Impacts at the CSU

- Publications and presentations necessary but not sufficient

be specific!

- Training students
- Diversifying pathways in the sciences and higher-education
- Dissemination within the (non-scientific) community

Ideas for Broader Impacts

- Training students
  - Lab meetings – how will these be structured?
  - How will you provide individualized mentoring for students?
  - How will you assess training?

- Diversifying pathways in the sciences and higher-education
  - Are there existing programs you can plug students into?
  - How will you promote long-term success of students?

- Dissemination within the (non-scientific) community
  - Can you a offer weekend or evening lectures?
  - Can you organize a local conference?
  - How can you fold what you're learning into your teaching?
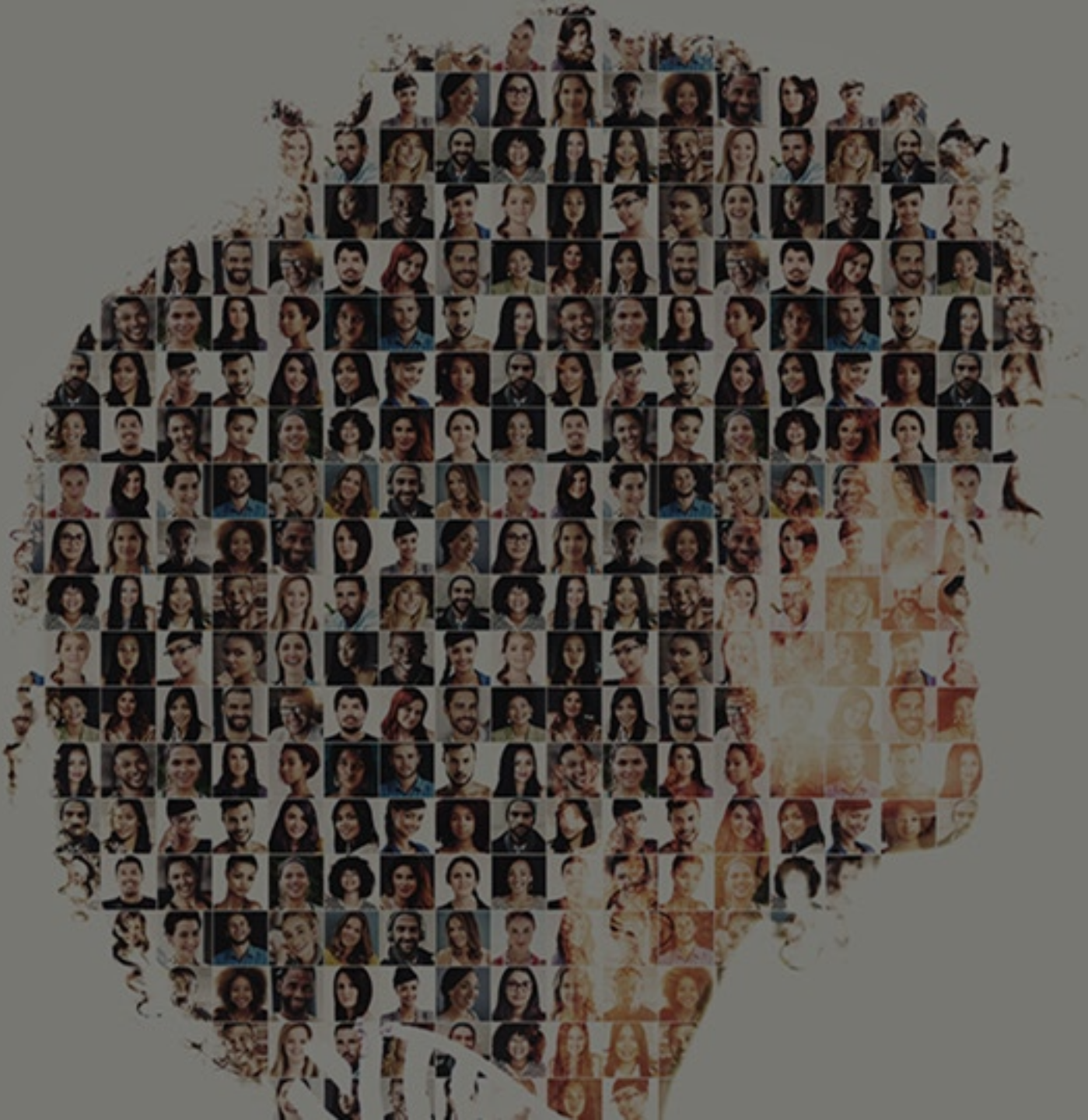
Thank you!

Debbie.Ma@csun.edu

Writing Tips

$ Be specific about the merit and impact

How will this project advance knowledge?
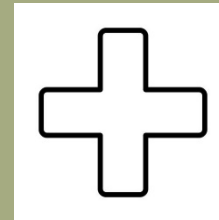
How many total people will benefit from the funding?

👍 Be bold, confident, and credible

⚛ "Sell" the project – the power of word choice!

Innovative, transformative, novel

➕

The Power of Word Choice Example

The findings from this project will close a gap in the literature and lead to further study.

The findings from this project will transform our understanding, create new lines of inquiry, and generate innovative solutions.

The findings from this project will transform our understanding of how media influences our perceptions; create new lines of inquiry about the associations between perception, biases, and behavior; and generate innovative solutions for how media is produced and consumed.

Writing Style Tips

Write for the Generalist	Clear Structure	Follow Guidelines Exactly	Use Space Effectively
• Use active voice • Avoid jargon, too many acronyms, or highly technical language	• Make evaluation criteria content easy to find • Create a clear logical flow • Use visual aides (figures, tables) and white space	• Font size and type, margins, page limits, word limits • Required sections and supporting documents	• Number citations to save space • Refer to other sections • Use captions to convey content • Break up dense text with tables

Next Steps:

1. Register for the April and May webinars!

2. Complete short evaluation survey

3. Prepare for future CAHSSA programming

   - Writing groups to prepare individual proposals

   - Writing retreat to prepare collaborative proposals

Breakout room options:
1. Practicing the project summary/one-minute speech
2. Discussion of project impacts
3. Discussion of project merits
4. Discussion of time management for grant writing
5. Discussion of the writing process
6. Simple networking

Networking