SHOW ME THE MONEY: Sustainable Cities Grant Workshop
September 13, 2017

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Proposal Team Activities

New Faculty Support & Mentoring
- Create funding opportunity plan
  - Brainstorming

Finding Funding Opportunities
- Newsletter
- Development of searchable website
- Targeted searches for individuals and groups

Idea Development
- Workshops for a particular call
- Using past successful & unsuccessful submissions
  - Networking across campus

Tailored Services
- Work 1-on-1 with PIs
- Work with directed initiatives

Changing the Culture
- Deadlines
- Expectations
- Institutional Policy
Today’s Agenda

- Identification of a Funding Opportunity
- Creating an Annual Funding Strategy
- Breaking down the RFP
- Budget
- Narrative
- Proposal Reviews
Identification of Funding Opportunities

• Federal Agencies:
  • Platforms:
    • www.grants.gov
    • www.fedconnect.net

• Individual sites:
  • www.epa.gov
  • www.fws.gov
  • www.energy.gov/eere/office-energy-efficiency-renewable-energy
Identification of Funding Opportunities

- **National Foundations:**
  - www.foundationcenter.org
  - www.gatesfoundation.org
  - www.fordfoundation.org
  - www.starbucks.com/responsibility/community/starbucks-foundation

- **Local Foundations:**
  - www.azfoundation.org
  - www.lincolninst.edu
  - www.pipertrust.org
  - www.ninapulliamtrust.org
  - www.flinn.org
  - www.dorrancefamilyfoundation.org
  - www.tgci.com/funding-sources/AZ/top

- **Google Search: Food Waste**
  - www.stopwaste.org
  - www.refed.com
  - www.sustainablebrands.com
Identification of Funding Opportunities

Foundation Search Platform:
- [http://foundationcenter.org/products/foundation-directory-online](http://foundationcenter.org/products/foundation-directory-online)
- 3 tiered subscription plan $80/month and up
- 140,000 funders

<table>
<thead>
<tr>
<th>Add to Workspace</th>
<th>Grantmaker Name</th>
<th>City, State / Country</th>
<th>Total Assets</th>
<th>Total Giving</th>
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<tbody>
<tr>
<td></td>
<td>President and Fellows of Harvard Corporation</td>
<td>Cambridge, MA</td>
<td>$72,763,619,000</td>
<td>$651,074,543</td>
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<td>Gates Foundation, Bill &amp; Melinda</td>
<td>Seattle, WA</td>
<td>$44,320,862,806</td>
<td>$3,439,671,894</td>
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<td>Kaiser Foundation Hospitals</td>
<td>Oakland, CA</td>
<td>$39,709,611,780</td>
<td>$138,464,888</td>
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<td>Hughes Medical Institute, Howard</td>
<td>Chevy Chase, MD</td>
<td>$21,693,736,000</td>
<td>$85,000,000</td>
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## Creating an Annual Funding Strategy Map

<table>
<thead>
<tr>
<th>FUNDING SOURCE</th>
<th>TYPE (corp, foundation etc.)</th>
<th>PROGRAM</th>
<th>DUE DATE</th>
<th>DATE SENT</th>
<th>PERSON RESPONSIBLE</th>
<th>2018 Request Amount</th>
<th>2018 Award</th>
<th>REPORT DUE</th>
<th>REPORT SENT</th>
<th>FINAL REPORT DUE</th>
<th>FINAL REPORT SENT</th>
<th>COMMENTS</th>
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<td>January</td>
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How to create the plan

Weekly

Monthly

Quarterly

Annually

Scenario- You find the diamond in the rough- perfect call- but you found it 2 weeks after the deadline- my next step is to add all pertinent information to my Funder Planning Calendar that I update on a weekly basis.

*Have an elevator speech prepared for your projects!
Breaking down the RFP
Funding Opportunities

- AKA
  - Solicitation
  - Funding Announcement
  - Broad Agency Announcement
  - Program Solicitation
  - Program Announcement
  - Application Instructions
  - Proposal Guidelines
  - Request for Applications

These can differ via federal vs. foundation vs. donor requests
Breaking Down a Request for Proposal

- RFP’s lay out the specific needs or content focus within a single document.
- Deadlines, specifications on documents-(font size, margins, documents required)
- Budgets
- Subcontractors, collaborators, co-PI’s all can have specific requirements
- The whole process can take weeks or months depending on the complexity of the task at hand
Key Information

• Sponsor Name
• Funding Opportunity Title
• Purpose/Objective
• Eligibility
• Key Dates
• Proposal Prep Instructions
• Submission Deadline
• Application Review and Selection Process
• Award Administration
• Contacts
<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Items for Consideration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine purpose of funding</td>
<td>• Specific population</td>
</tr>
<tr>
<td></td>
<td>• Specific nonprofit (religious, environmental, educational)</td>
</tr>
<tr>
<td></td>
<td>• Types of support (research, fellowship, equipment, program, center, event)</td>
</tr>
<tr>
<td>Review funder’s mission and</td>
<td>Make sure your project is consistent with the purpose and activities the funder</td>
</tr>
<tr>
<td>funding priorities</td>
<td>supports</td>
</tr>
<tr>
<td></td>
<td>For example, the <a href="https://www.epa.gov">EPA</a> has its mission and funding priorities</td>
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<td>posted via national and regional zones. Check back before submission for updates based</td>
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<td></td>
<td>on annual budget policies.</td>
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<td>Review limitations</td>
<td>Review allowable costs</td>
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<tr>
<td></td>
<td>Review unallowable costs</td>
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<tr>
<td>Action Steps</td>
<td>Items for Consideration</td>
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<td>-------------------------</td>
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<tr>
<td>Read funding opportunity announcement carefully before deciding to apply</td>
<td>When is the application due? Is there time to write an application of quality?</td>
</tr>
<tr>
<td>IF FUNDER DOES NOT ACCEPT UNSOLICITED APPLICATIONS, <strong>DO NOT APPLY</strong> without invitation</td>
<td>Is a Letter of Intent due before the application? If so, what is the deadline?</td>
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<td></td>
<td>What are the budget constraints? Is enough money available to actually implement the project if awarded?</td>
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<td></td>
<td>How does the funder want to be contacted? (e.g., email, hard copy, electronic portal)</td>
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<tr>
<td></td>
<td>Do we have the facilities, equipment, and resources in place to implement the project in the time frame stated if awarded?</td>
</tr>
<tr>
<td>Note any unusual terms</td>
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</tbody>
</table>
Take Advantage of the Q&A Part

- Most often questions and answers will typically be shared publicly on the website or within the RFP.

- Take time to read through them before contacting the PO to ensure the question has not been already answered.

- Can prove vital in giving you a glimpse into the competition!
Compliance

• RFPs are very specific. Pay close attention to the small details laid out by the funder.

• Something as simple as margin or font size can be the reason your proposal is returned without review!

• The devil is in the details—it pays to have enlisted an outside participant to review the compliance portion after all documents are in final form.
Unsolicited Proposals & White Papers

• Understand the funder’s mission, culture and investment agenda.

• You should be able to bring a competitive expertise and offer an idea of interest to the funder.

• Contact the program officer to discuss your project.

• What is the format for submission?
Review Exercise:

• Analyze Solicitation
• Report back to large group
• Issues
• Questions
Budget
Why the Budget is Important

• The budget should tell the same story as the narrative. It should be clear and concise and weave threads into the narrative to strengthen the project plan.

• The summary budget should be a snapshot or summary of the story that the budget tells. It is also important to note that the budget should follow and inform the narrative. This means, as the narrative is massaged into its final form so should the budget.

• The budget will show the funder if you truly know what you are doing with regards to the project. It should clearly tell the story of who, what, when, where and how much.
Budget

- Allowable Costs:
  - PI salary
  - Senior personnel or consultants
  - Education and outreach activities
  - Evaluation expenses
  - Travel and subsistence expenses for PI and U.S. participants when working abroad with foreign collaborators
  - Consultant expenses
The Power of Collaborating
Collaborations Can:

• Strengthen the narrative by weaving strands of expertise together to form an integrated project vision, project goals and objectives.

• Important:
  • RFP’s that require collaborations require TRUE collaboration. Funders are able to grasp whether your collaboration is authentic or simply being utilized to fulfill the RFP requirements.
  • Collaborations strengthen the narrative by displaying existing and novel partnerships. Both have their own strengths and can be illustrated in the background, overview, narrative and budget justification.
  • Describe how the collaboration makes the project stronger vs. how your collaborators would contribute.
  • i.e. how does each partner help form an integrated vision, achieve the project goals and objectives.
HUD offers funding opportunities to help communities realize their own visions for building livable, walkable, and environmentally sustainable regions.

DOT offers funding opportunities to support more livable walkable communities.

EPA offers grants to support activities that improve the quality of development and protect human health and the environment. In addition, EPA maintains a listing of additional funding sources to build sustainable communities.
Networking Ideas

International Council for Local Environmental Initiatives ICLEI-
http://icleiusa.org/climate-sustainability-funding-opportunities/

Urban Sustainability Directors Network- https://www.usdn.org/public/page/5/About

Getting to Know Your Neighbor

• Find a partner
• Take notes to report back to the group
• In turn, go through:
  • Name
  • Work
  • Level of grant experience
  • Sustainability project you are looking to fund
  • Current 3 topics you are working to fund
• Discuss how your project fits into those in your group
• Take 15 minutes as a group
Plan for the 12-12-12 Scenario

• It’s 12 midnight-

• The reviewer has been reading proposals for 12 hours-

• Your proposal is the reviewer’s 12\textsuperscript{th} proposal to read-

• \textit{How can you make your reviewer happy to read your proposal?}

*Perfection is an admirable goal- but sometimes you have to just finish and step away for a while and comeback with fresh eyes*
EVERY WORD SHOULD DO USEFUL WORK
Use Shorter Words

Instead of:            Try:
• Accordingly          So
• Facilitate           Help
• Immediately          Now
• Utilize               Use
• Subsequently          Then
• Expeditious          Fast

What are your favorites?
Use Less Complex Words

Instead of:

• Renumeration
• Liase
• Enumerate
• Corporation
• Transformation

Try:

Pay
Meet
List
Firm
Change

What are your favorites?
Replace Redundant with Simple

Instead of:
• Pre-Planning  Try Planning
• New Innovations  Innovations
• Mission-Critical   Critical
• Data Items  Data
• End Results  Result

What are your favorites?
Replace Bloated Phrases with One Word

Instead of:

- Until such time as
- Have a need for
- Make a decision to
- Due to the fact that
- In the event of
- Are capable of

Try

Until

Need

Decide

Because

If

Can

What are your favorites?
Avoid Using More Than You Need

Examples:
- Actual fact
- Blatantly obvious
- Critical juncture
- Each and every
- Few in number
- Final result
- First discovered
- Interact with each other

- Mental attitude
- Most unique
- Orbit around
- Past experience
- Repeat again
- Revert back
- Software programs
- Vitally important
- Well respected
When is it ok to use long, complex words?

When they are central to your field-
- Paleomagnetism
- Action potential
- Pneumonoultramicrospocisillicovolcanocosis

When they are efficient-
- Go around the globe vs. circumnavigate
- Start your computer vs. boot up
- A tinkling sound vs. tintinnabulation
## Avoid Nounification

<table>
<thead>
<tr>
<th>Verb</th>
<th>Noun</th>
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<tbody>
<tr>
<td>Decide</td>
<td>Make a decision</td>
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<td>Manage</td>
<td>Provide management</td>
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<td>Conclude</td>
<td>Come to a conclusion</td>
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<td>Discus</td>
<td>Have a discussion about</td>
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<tr>
<td>Examine</td>
<td>Conduct an examination</td>
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<tr>
<td>Consider</td>
<td>Take into consideration</td>
</tr>
</tbody>
</table>
Do Not Include Claims - False or True

Instead of this-

• State-of-the-art
• Best of breed
• Premier
• World-class
• Leading edge
• Cutting edge
• Pioneers

Try this-

PROVE IT
Passive Voice: the Object of the Action is Cast as the Subject, De-Emphasizes the Actor, Highlights the Object

When to use it-

- When you don’t want to take responsibility
- When you don’t want to assign responsibility
- The actor is unknown, irrelevant, obvious, or unimportant
- The recipient is the main topic

Example-

- Dinner was burned
- The homework wasn’t completed
- The honey bees were kept in a humidified chamber.
- Carbohydrates are produced by green plants
Active Voice: the Subject of the Sentence is Doing the Action or Being Acted On

It’s passive if “by zombies” can go at the end of the sentence!

Passive

• The homework wasn’t completed (by zombies).

• A user survey will be conducted biannually (by zombies).

Active

• You didn’t complete our homework!

• We will conduct a user survey biannually.
Deleting Redundancy

1. Avoid repetition of words or phrases in adjacent sentences.
2. Combining two sentences will probably require changing words.
3. Add Linking words.

Example: combining two sentences:
• Tom didn’t eat his piece of pie. I got a spoon and ate Tom’s piece of pie.
• Tom didn’t eat his piece of pie so I got a spoon and ate it.
• Tom didn’t eat his pie so I ate it.

Example: leaving out unnecessary information:
• Out of 62 samples, 40 tested positive and 22 were not positive.
• Out of 62 samples, 40 tested positive.
A provider-based clinic model dictates that outpatient facilities can operate under the auspices of the larger medical entity, which reduces overhead for the outpatient clinic while allowing for a separate facility fee to be billed-this holds strong revenue potential for the medical center; In turn, the outpatient clinic providers would also have hospital privileges and integrated medical record with the main health system.

Readability= 19.3
A provider-based clinic model dictates that outpatient facilities can operate under the auspices of the larger medical entity.

This reduces overhead for the outpatient clinic while allowing for a separate facility to be billed.

It holds strong revenue potential for the medical center.

In turn, the outpatient clinic providers would also have hospital privileges and integrated medical records with the main health system.
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This reduces overhead for the outpatient clinic while allowing for a separate facility fee-to-be-billed.

It holds strong revenue potential for the medical center.

In turn, the outpatient clinic providers would also have hospital privileges and integrated medical records with the main health system.
Benefits of a Provider-Based Clinic Model

• In this model, outpatient facilities can operate under the auspices of the larger medical entity.
• This reduces overhead for the outpatient clinic
• It allows for a separate facility fee to be billed – this holds strong revenue potential for the medical center
• In turn, the outpatient clinic providers would also have hospital privileges
• It would also have integrated medical records with the main health system.
Benefits of a Provider-Based Clinic Model

• In this model, outpatient facilities operates as part of a larger hospital. This has several benefits:
  • Reduces overhead for the outpatient clinic
  • Increases revenue for the hospital, which can bill the outpatient clinic a “facility fee”
  • Provides hospital privileges to outpatient doctors
  • Integrates medical records at the clinic and the hospital.

Readability = 10.5
Flesch & Kinkaid Readability Scores

Readability Score:
• Flesch readability
• Number of words
• Number of words in a sentence

It Assesses:
• % short vs. long words
• % short sentences vs. long sentences

Metric: \[ 0.39 \left( \frac{\text{total words}}{\text{total sentences}} \right) + 11.8 \left( \frac{\text{total syllables}}{\text{total words}} \right) - 15.59 \]
How to get Flesch-Kinkaid Readability Scores?

• Microsoft Word:
  • File
  • Options
  • Proofing
  • Show readability statistics-ok
  • Review
  • Run Spellcheck-this will give you readability stats!

• You can run it on a sentence, paragraph, or entire document.
Research and development projects tend to focus on specific technologies and individual components of the value chain. SILS-Nepal integrates research and development for solutions that overcome existing deficiencies along the continuum of production and value chain in a comprehensive, synergistic manner. The scale of impact will depend on our ability to build essential partnerships along the continuum. Increasing access for self-help groups and cooperatives (largely run by women) to markets with higher producer margins will result in higher incomes and enable the required investment in ASF production.
Make Your Proposal Easy to Understand and Read

• Break up the text with figures, flow charts, tables, bullet lists, etc.

• Orient reviewers with headings and subheadings

• Help reviewers find important points by **judiciously** using **bold**, *italics* and *underlining* (skip underlining)

• No tiny fonts or illegible figure labels.

• Limit jargon, acronyms, overly complex sentences
Project Description

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Approach

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Innovation

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$M(q(t), \dot{q}(t), t) = 0$, $M(p(t), \dot{p}(t), t) = 0$

$v = \frac{\dot{t}}{a}$
Proposal Elements

- Project Summary
- Project Description
- References Cited
- Collaborators & Affiliations
- Biosketch
- Current & Pending
- Budget, Budget Justification
- Ancillary Documents

Collaboration Can Help

- Focus & edit
- Flesh out ideas, edit
- Double check
- Assist with formatting
- Assist with formatting
- Assist with formatting
- Add perspective
- Second set of eyes
THE OVERVIEW

THE FIRST TWO PAGES
At the End of the First Two Pages...

...the reviewer should,

- be intrigued and excited
- have a basic understanding of your project and why it’s important
- be convinced that this research is a great idea
- just be looking for details to confirm that you can do what you say you’ll do.
You Never get a Second Chance to Make a First Impression

- Do – make the first sentence specific to your proposal
- Do - identify the kernel of your great idea within the first few sentences
- Example: “A critical problem in making biofuels practical is making step x in the synthesis process more efficient. Our proposed project will address this problem by using the following innovative approach...”
5 Key Persuasive Elements:

- Project/Research
- Vision
- Goals
- Objectives
- Rationale
- Specific Outcomes

*Using the above elements provide clarity through using a logical tiered framework that allows reviewers to differentiate your proposal from others.*
The Need / Motivation

Goals or Gaps in Knowledge

How will the world be different after your project is successfully completed?

• What will we know or be able to do that we don’t know or can’t do now?
• What gaps in knowledge will you fill?
• Why do you need funding to do this work?
• What are the scientific barriers to doing this work?
• If you are unsuccessful, what will we have learned?
Examples of Goals

Good Goals

• ...substantially improve biometric cybersecurity by devising novel methods for liveness detection and resisting coercion attacks while improving accuracy

• ...understand the mechanisms of microbial toxicity of graphene-based nanoparticles and their effects on the functionality of microbial communities involved in various biogeochemical cycles, such as N, P, S and C cycles

Bad Goals

• ...to explore the phenomenon of x

• ...to become a leader in the field of x

• ...to develop a new widget (e.g. sensor, material, engine) unless it’s clear what new knowledge will result
~A model is a tool not a goal~
What will the model allow you to do?
What questions will the model allow you to answer?
How will you validate the model?
New Knowledge
Example Research Questions

Good
Are the toxic effects of graphene-based nanomaterials affected by different water chemistries, such as pH, suspended particles, different salt concentrations, and organic matter?

Bad
• How can I develop a new widget?
• If I test 10 different designs of widgets, which one will work the best?
Approach / Objectives

• The main things you plan to accomplish to achieve project goals
• Clearly tied to research questions / hypotheses
• Also tied to project outputs
• NOT a task list

Example 1: To relate nanoparticle microstructure to electrical, mechanical and thermal behavior of nanocomposites.

Example 2: To develop robust algorithms for matching ocular biometric templates.
Significance or Why Should We Care?

• The bar is always high to receive funding

• Define significance in relation to the new knowledge or capabilities generated.

Example: Ultimately, the concepts studied here will provide a powerful way to precisely tailor the processing, thermal, electrical and mechanical behaviors of nanoparticle-filled systems.

Example: This research will answer important questions about the impact of nanomaterials on the environment that must be addressed before these nanomaterials can be widely used in industry and be available to the general public.
Project Plan – Don’t Forget to Include

• Step-by-step how you will accomplish your goals
• Enough detail to convince your reviewers that you will succeed
• Where you will get the resources you need
• The roles your collaborators will play
  • Name them and briefly describe their qualifications
  • Refer reviewers to letters of collaboration
How to Wave the Magic Wand

Steps in order:
1. Shorten words
2. Shorten sentences
3. Improve readability by playing with words, sentences and paragraphs in Flesch-Kincaid or other tool.
Take Home Message

Style, Word Choice, Tense
Active > passive - We will train...
Specific > general – 20 fifth-grade students
Fewer and simpler words > lengthy and complex
  – Be careful about jargon and excessive use of terminology

Future tense > conditional – We will...
Tone: collaborative, confident, authoritative
Proposal Reviews

- When a reviewer reads your proposal they should be able to:
  - Answer what you have proposed to do
  - Know why your project is important/significant
  - Believe you are able to complete what you said you could
  - Understand how you will complete it
  - Identify how your work will contribute and advance the interest of the agency or field.
Acting on Proposal Review Comments

- The reviewers felt the scope of the project was inappropriate (either too ambitious for the funding and time available, or not ambitious enough).

What would you do?

Suggestions-
Revise Scope, include a detailed timeline, discuss how your expertise allows you to complete the ambitious task.
 Acting on Proposal Review Comments

➢ The reviewers felt your project was not exciting or significant enough. What would you do?

Suggestions-
Honestly assess your project. Are they correct? Can you revise and resubmit at the next call? Would adding collaborators strengthen the project? How can you add innovation?
Most of the reviewers liked your proposal, but one reviewer panned it. What would you do?

Suggestions-
This situation highlights the importance of a Program Officer. They will be able to give you insight into this situation. Was the negative reviewer an expert in the field? Could you simply revise and resubmit? Or was this reviewer's comments not given weight by the panel?
Managing the Submission

- Establish Distinct Team Roles
- Communication Plan
- Strategies for Addressing Conflict
- DEADLINES
- Debriefing

You have a template example for NSF in your package.
References


Science Docs Inc., On Writing a Scientific Manuscript, part 2: https://www.sciencedocs.com/writing-a-scientific-manuscript/
Questions?

sustainability.asu.edu