Write Winning Grant Proposals

This widely acclaimed seminar comprehensively addresses both practical and conceptual aspects that are important to the proposal-writing process. It is designed for faculty members and administrative staff who have had some exposure to writing grant applications. The seminar emphasizes the funding agencies (federal, private, and/or industrial sources) that are of greatest interest to the attendees. Emphasis is also given to such things as idea development, identification of the most appropriate granting agency, how to write for reviewers, and tips and strategies that are of proven value in presenting an applicant's case to reviewers. The versions of the program that focus on either NIH, NSF, or both emphasize how to cope with the relatively recent changes that those agencies have made in how grant proposals are written and reviewed. Regardless of the agency, participants are taught to write with a linear progression of logic, which leads reviewers through their applications. It is stressed that applicants are writing for two different audiences – the assigned reviewers, who read the application in its entirety, and non-assigned reviewers, who may read little, or nothing, of the proposal before the meeting of the review panel. Strategies designed to merit a fundable priority score are provided.

Getting Started as a Successful Proposal Writer and Academician

This seminar teaches new investigators how to write a grant application, a skill that is seldom formally taught to graduate students and post-doctoral scholars. The program content is appropriate for senior graduate students, post-doctoral research fellows, and non-tenure track faculty members who aspire to tenure track and have never written a successful grant application. The seminar is a modification of the advanced seminar, Write Winning Grant Proposals. The difference is that the pace is slower. For example, more time is allowed for questions and discussion, and more basic material is included (e.g., how priority scores are calculated, what facilities and administrative (indirect) costs are, how to analyze a critique in anticipation of resubmission, etc.). As would be expected from the title, there is also emphasis in this program on how proposal writing relates to building an academic career.

How to Write a Successful Career Development Award Proposal

This seminar is for Career Development Award (CDA) candidates and their mentors. It emphasizes the ‘partnering’ between Candidate and Mentor that is necessary to make one of these proposals successful. The National Institutes of Health’s mentored K Awards and Ruth L. Kirschstein F32 National Research Service Award for individual post-doctoral fellows are used as examples. The principles and fundamentals attendees learn are applicable, however, to the writing of a CDA to any agency, including those that are non-federal. Content includes how to: (i) optimally reflect the potential of the Candidate, including what needs to be done in advance of writing the application to ramp up competitiveness, such as how to obtain the strongest letters of recommendation; (ii) maximize the quality of the training plan; (iii) develop and present the research plan; (iv) best reflect the quality and appropriateness of the mentoring relationship, including how to select a Mentor/Co-Mentors; (v) convey the excellence of the research environment in which the research and training will take place; and (vi) reflect institutional commitment to the Candidate.
**Write Successful NSF CAREER-Award Proposals**

The purpose of the National Science Foundation’s CAREER Award is to create teacher-scholars – faculty members who use their research to attract and motivate students to learn better. It is a very prestigious award, which can distinguish the developing career of an assistant professor. Many apply for this Award – most without success. Accordingly, this seminar focuses on how to avoid the mistakes that are most often responsible for failure. Included, among other things, are tips and advice regarding: (i) when to apply; (ii) understanding the review process for CAREER Awards; (iii) how to choose an educational project that is complementary to and integrated with the Candidate's research proposal; (iv) maximizing the positive impact of the educational outcomes; (v) crafting of a plan for the educational component that includes both formative and summative evaluation; (vi) how to use the Title, Biographical Sketch and Budget to reflect commitment to becoming a teacher-scholar; and (vii) how to maximize the effectiveness of the required departmental letter.

**Writing for Biomedical Publication**

The title of this program could just as well be, “Publish, Don’t Perish.” Most graduate students, post-doctoral research fellows, post graduate physicians (residents and fellows), and junior faculty members receive little formal training regarding how to publish / present the results of their scholarly work. Included in this comprehensive seminar is everything from tips and strategies on composing the manuscript, through choosing the appropriate journal and understanding its review process, impact factors, acceptance rates and ‘turn-around’ times, to tips and strategies that are related to revision and resubmission. Participants also are given tips and strategies regarding how to most efficiently produce the data necessary to publish; how to decide who to include as authors, and in what order; how to write with maximal clarity and precision; how to avoid issues of conflict of interest; things to be aware of with respect to plagiarism; and much more!

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<th>Cost of Seminars:</th>
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<td>Base fee for one hour up to a full day: $9,174.</td>
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<tr>
<td>Half day or less when held back to back with a full-day program and the same person presents both programs: $6,047.</td>
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Fees for seminars presented outside of the continental United States are calculated differently: the seminar fee is $7,920 plus actual travel and on-site expenses for the speaker, as well as any costs that are associated with shipping of materials used in conjunction with the presentation.

An extensive master handout, which contains the slides and examples used during the seminar, is provided to the sponsoring institution. The sponsoring institution is responsible for duplicating the handout and distributing it at the seminar.

The cost of refreshments at breaks and lunch, if provided, is also the responsibility of the sponsoring institution.

A copy of *The Grant Application Writer’s Workbook* is required for each person who attends one of the proposal-writing seminars.

The seminar introduces attendees to the principles and fundamentals of writing a successful proposal. The *Workbook* then guides application of what was learned to the writing of the attendee's next grant proposal. It is recommended that orders for workbooks be placed by the sponsoring institution at least two weeks prior to the scheduled date of the seminar. Doing so ensures that the most economical means of shipping, for which the sponsoring institution will subsequently be invoiced, can be used. Copies of *The Grant Application Writer’s Workbook* ordered for seminars cannot be returned.

For the seminar, “Writing for Biomedical Publication”, we now have a new textbook that is required for each person., *Writing for Biomedical Publication: A Publication Guide for Biomedical Scientists*. This textbook is the equivalent to our Workbook and serves as a guide to writing a biomedical manuscript.
Cost of *The Grant Application Writer’s Workbook and the Biomedical Publication Textbook*:

- **NIH version**: $75, which includes online access to templates allowing the user to (i) set up a writing schedule, and (ii) create a bullet outline that guides preparation of the template or master plan for the Research Plan.
- **NSF version**: $75, which includes online access to templates allowing the user to (i) set up a writing schedule, and (ii) create a bullet outline that guides preparation of the template or master plan for the Project Description.
- **Successful Proposals to Any Agency**: $70. Suitable for any agency other than the two named above.
- **USDA/NIFA version**: $75, which includes online access to a template allowing the user to (i) set up a writing schedule, and (ii) create a bullet outline that guides preparation of the template or master plan for the Overview Subsection.
- **Writing for Biomedical Publication**: $75. A publication guide for biomedical scientists.

**WRITE AND SUBMIT A COMPETITIVE GRANT APPLICATION:**

*Comprehensive Workshop*

The workshop program begins with Phase I, which consists of the seminar, *Write Winning Grant Proposals* (see page 1). Up to a maximum of 30 persons, minimum of 15, are then selected by GWSW and the sponsoring institution from seminar attendees who apply to enter Phase II, the proposal-writing workshop. The sponsoring institution sets the eligibility criteria. The individuals who are competitively selected are then guided, step by step, through the development and submission of a grant application. Any agency / discipline can be accommodated because the principles and fundamentals entailed in preparing a competitive proposal are essentially the same, regardless; only the details associated with the application process differ. Phase II is guided by *The Grant Application Writer’s Workbook*, which systematically shepherds participants through the development of their applications, from inception of the idea through writing of the proposal, section-by-section. Recommendations are provided regarding how competing academic and personal priorities can be managed during the writing process. The program has three objectives for each participant: 1) write and submit the best application of which s/he is capable; 2) better understand the dynamics and psychology of the review process; and 3) develop an appreciation for the importance of constructive criticism as a strategic part of the proposal-development process. The workshop includes both on-site and electronic interactions between the consultant and participants, with ample one-on-one time to assure that the specific needs of each participant are met. Either new or revised applications are welcome. Assistance in responding to prior review is provided to those who are resubmitting proposals.

*Grouped Individual Consultations*

This program begins with the *Write Winning Grant Proposals* seminar, which introduces attendees to the principles and fundamentals of good proposal writing. Members of the seminar audience then self nominate, using a form that is provided, to compete for one of the subsequent consultations. Up to 30 of the applicants are selected to develop and submit complete grant proposals, which can be either new or revised applications. Any kind of proposal to any agency is eligible for consideration, providing that the sponsoring institution concurs. Selection criteria include the appropriateness of the person’s biographical sketch and the quality of a two-page pre-proposal that the applicant writes in response to the targeted agency’s instructions, guided by *The Grant Application Writer’s Workbook*. The pre-proposals of selected applicants are extensively critiqued in writing by GWSW’s consultant, after which they are revised to become the starting point for development of the rest of the application. Interactions thereafter with GWSW’s consultant are conducted by telephone, fax and Skype sessions. Each participant sets up a writing schedule that assists him/her in preparing his/her application while, at the same time, s/he contends with competing priorities. A deadline is jointly set for completion of each application. Each final draft is extensively critiqued in writing by GWSW’s consultant for errors of grantsmanship, after which it is revised to correct the problems that were identified. Participants are then encouraged to have the revision critiqued.
for scientific and technical merit by expert members of a pre-submission review committee that each participant sets up. The application is then submitted after a final revision is made to correct scientific and technical gaffes that otherwise would have been found by the official reviewers.

Thus, by the time applications developed through this program are submitted, they will have been critiqued twice to correct errors of grantsmanship. They also will have been reviewed independently by multiple experts to eliminate scientific and technical mistakes. This rigorous approach to development is why proposals prepared through this program are so highly competitive.

**Cost of the Comprehensive Workshop and Grouped Individual Consultations**

The Comprehensive Workshop, which is summarized above, consists of two phases: the seminar (Phase I), and the proposal-development workshop (Phase II).

The Grouped Individual Consultations program, which is summarized above, also consists of two phases: the seminar (Phase I), followed by one-one-one interactions tailored to meet the needs of each participant with respect to developing his/her grant application (Phase II).

**Phase I (Seminar):**
The cost of the *Write Winning Grant Proposals* seminar is $9,174. Those attending the Phase I seminar are required to purchase a copy of *The Grant Application Writer’s Workbook* (either $70 or $75 each, depending on the version).

**Phase II (Development of the Grant Application):**
The tuition for Phase II is $3,475. The sponsor is invoiced for 2/3rds of the total after initial drafts are critiqued. A second invoice is sent after the final draft has been critiqued. The sponsor is responsible for the entire fee after the initial draft has been critiqued, whether the participant completes or not (unless, of course, the sponsor and GWSW agree that there are mitigating circumstances).

GWSW is responsible for all expenses associated with the consultant’s travel, as well as the consultant’s personal expenses while s/he is on site.

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**INDIVIDUAL AND MULTI-INVESTIGATOR CONSULTATIONS**

**Individual Consultations**

Individual consultations on either new or revised applications produce well-conceived and written proposals. In addition to increasing the probability of success, these consultations are investments in the future: one-on-one interaction with Grant Writers' consultants is an excellent way to develop and refine long-term proposal-writing skills. Scheduling is individualized and designed to produce the best possible proposal while, at the same time, the applicant attends to other personal and professional priorities that s/he has. The service is applicable to new investigators who want to optimize the quality of their early-career submissions; to experienced proposal writers who want to maximize the likelihood of success on the first submission of their proposal; and to those who have submitted an unsuccessful application and need some 'extra' help making sure that the resubmitted proposal is as strong as possible. Consultations on NIH and NSF proposals help the applicant cope with the changes in format and content that have recently been made by those agencies. Individual consultations are conducted by telephone, e-mail, fax and Skype-based teleconferencing.

**Cost of Individual Consultations** is $3,475 plus the cost of *The Grant Application Writer’s Workbook* ($70 or $75, depending on the version) plus shipping ($9.90 each). The person/entity with financial responsibility for the consultation fee is invoiced 2/3rds of the total after critique of the initial draft, with the final 1/3rd billed after the second, final critique.
**Multi-Investigator Consultations**

Large, group-based proposals (e.g., program project, training, center, and construction applications) require entirely different writing and organizational approaches and strategies. Most applicants, even though successful as writers of individual grant applications, fail in their first attempts to write these large proposals because they don't understand how to cope with the critical differences and don't know how to 'herd the cats.' We do and have a track record to prove it. We help write such applications faster and better, with a higher probability of success. In addition, we can fully devote ourselves to such a project. By contrast, busy faculty members usually cannot. Most often, we initially work on-site with the Principal Investigator and other key personnel to organize the writing effort and collectively get control of the details, after which we electronically critique drafts as they evolve. A final, on-site consultation is usually required.

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**Multi-Investigator, On-Site Consultations** are based on an hourly fee of $348 or ($418/hour for weekends, nights and holidays on which the consultant is forced to work due to such things as short deadlines and/or last minute client-based changes). Travel is billed as actual cost. Consultations are guided by *The Grant Application Writer’s Workbook*, which are $75 each ($70 for the *Any Agency* version) plus $9.90 each for shipping.