

## Session 1

# Award Lifecycle Series

Proposal  
Development



OFFICE OF  
SPONSORED PROGRAMS  
COLORADO STATE UNIVERSITY

# Office of Sponsored Programs

- Shannon Irey & Kathryn O'Hayre  
Training and Information Coordinators

## Our Partners

### Research Acceleration Office (RAO) - OVPR

- Dinaida Egan, Director
- Lynn Bruning, Proposal & Partnership Development Coordinator

### College of Natural Sciences

- Lauren Lucio, Pre-award Manager

### College of Agricultural Sciences

- Cliff Schulenberg, Grants Facilitation Manager



# Award Lifecycle



# Research Acceleration Office (RAO)

RAO provides "Research Development" services to enable and facilitate competitive individual/team research and research enterprise excellence.



*Purpose: To attract research awards, create relationships and opportunities, and develop and implement strategies that increase institutional research/scholarship/artistry competitiveness and impact.*

*Mission: To provide strategic, proactive, catalytic and capacity-building services that empower individual researchers and scholars, research teams, and the OVPR.*

## Objectives:

- **Identify/create opportunities** for CSU research, scholarship, and artistry (federal, state, private, industry)
- **Position** CSU for significant/strategic opportunities, through **partnership and collaboration development**
- **Align** researchers/teams with strategic/significant funding and other recognition opportunities
- Support **strategic initiatives, direction, planning and prioritization** and **strategic marketing** of strengths
- Increase number of **competitive proposals** submitted to strategic/significant funding opportunities
- Increase the **success and recognition** of CSU's overall research/scholarship/artistry enterprise

## **Research Development**

- PRE-pre-award
- Catalyzing people & ideas
  - Team building
- Strategic orientation
  - Resource & skills development
- Proposal writing and editing

## **Research Administration**

- Pre-award
- Post-award
- Preparing applications
- Submission processes
- Award administration
- Compliance

*Research Development and Research Administration, Modified from Jill Jividen, University of Michigan, 2016 (copyright)  
Research and Economic Development. (n.d.). Retrieved from <https://research.uiowa.edu/rdo>*

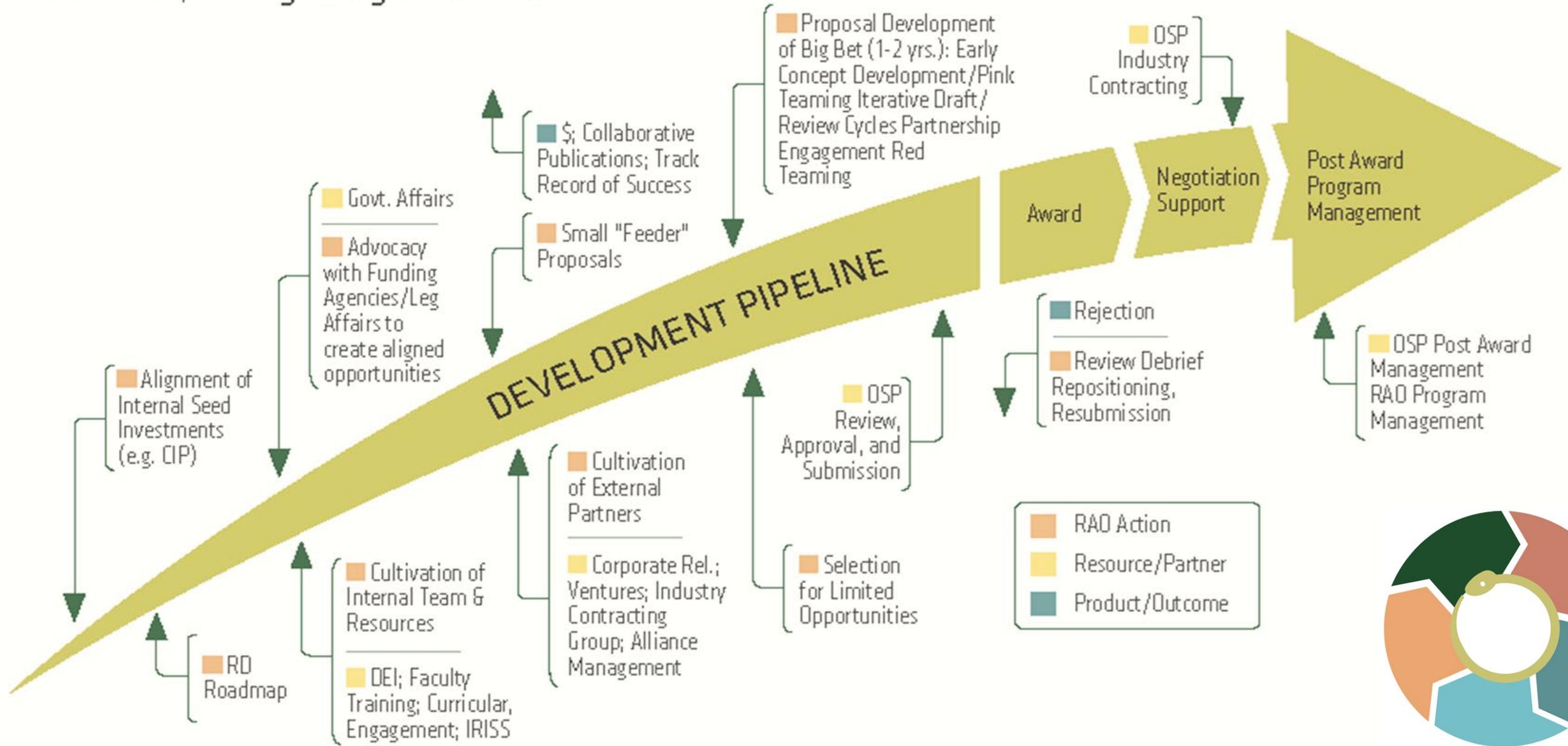
# “Development” RAO Functions & Activities

- **Strategic Research Initiatives/Programs**
  - *Thematic Units of Excellence (TUNE), OVPR Center Seed RFPs, VPR Fellows*
- **Internal OVPR Funding Programs**
  - *Quarterly Strategic Investment*
- **Team/Transdisciplinary Science Program**
  - *Catalyst for Innovative Partnerships (CIP and Pre-CIP), Institute for Research in the Social Sciences (IRISS)*
- **Competitive Intelligence & Landscaping**
  - *In partnership with Office of Research Analytics*
- **Partnership Development & Management**
  - *In partnership with Corporate/Foundation Relations, Office of Industry Research Contracting, etc.*
- **Faculty Development & Individualized Support**
  - *InfoEd Global “SPIN” Site, Early Career Programming*
- **Limited Submission Program**
  - *CSU’s InfoReady Review Site*
- **Mandatory OVPR Cost-share and Other OVPR Requests**
  - *CSU’s InfoReady Review Site*
- **Complex & Strategic Proposal Development Program**

# Research Development Pipeline

Long-Term, Focused, Development Support for Large, Complex Proposals and Strategic Research Initiatives, Driving to Significant ROI.

Strategic





# DEVELOPMENT



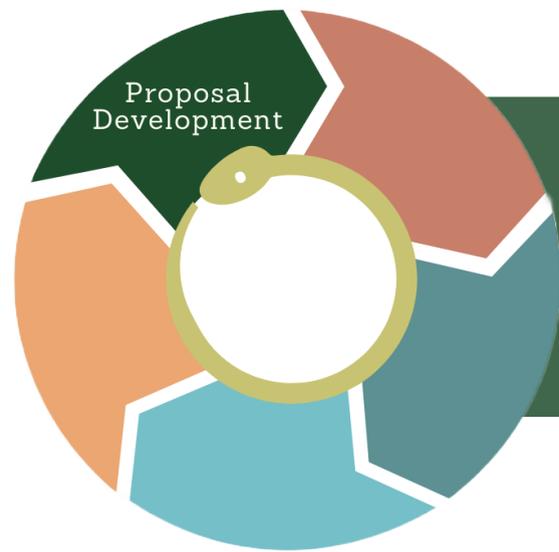
2 - 4 YEARS  
BEFORE



2 MONTHS - 2 YEARS  
BEFORE



1 -2 MONTHS  
BEFORE



# 4 YEARS – 2 YEARS BEFORE

## **Administrative**

- Annual/Final Reports Completed timely
- (f)COI Current
- Compliant Financial Management of Awards

## **Strategic**

- Internal Seed Investments
- Road mapping
- Advocacy with Funding Agencies/Legislative Affairs to Create Aligned Opportunities
- Internal & External Team/Partnership Development and Resourcing
- Establishing a Track Record of Success
- Small “Feeder” Proposals
- Ecosystem Development: RAO, Industry Research Contracting, Corporate Relations, STRATA, IRISS, etc.

# OSP - Sponsor and CSU Systems Management

Responsible

- CSU - Quali Research Proposal Development (KRPD)
- Sponsor - Portal Access and Role Assignments
- Necessary Registrations



## Helpful Reminders

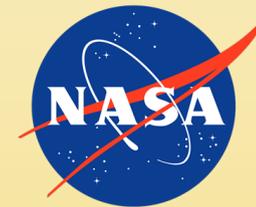
- 1) **REGISTER EARLY** – Grants.gov registration involves many steps including registration on SAM ([www.sam.gov](http://www.sam.gov)), which usually takes approximately 7 to 10 business days, but can take longer depending on the completeness and accuracy of the data entered into the SAM database by an applicant. You may begin working on your application while completing the registration process, but you cannot submit an application until all of the Registration steps are complete. Please note that once your SAM registration is active, it will take 24-48 hours for the information to be available in Grants.gov, and before you can submit an application

### (i) Electronic Proposal Submission

All proposals in response to this ROSES NRA must be submitted electronically and on time by one of the officials at the PI's organization who is authorized to make such a submission.

No hard copy submission of the proposal is permitted. Electronic submission by a person authorized to do so for the organization (see below) serves as the required "signature" of the proposing organization.

- Every organization that intends to submit a proposal to NASA in response to this NRA, including educational institutions, industry, not-for-profit institutions, the Jet Propulsion Laboratory, NASA Centers, and other U.S. Government agencies, must be registered in NSPIRES. This applies equally for proposals submitted via Grants.gov. Every organization that intends to submit a proposal through Grants.gov must also be registered in Grants.gov, as well as in NSPIRES. Registration for either proposal data system must be performed by an organization's electronic business point-of-contact in the System for Award Management (<https://www.sam.gov/SAM/>). Applicants must maintain an active SAM registration, with current information loaded, at all times while competing for a federal award, and, if applicable, during the period of performance of the award.



Portal information:

<https://www.research.colostate.edu/osp/proposal-budget-development/>

OSP is the office with the **authority to authorize and submit proposals** for extramural funding on behalf of the University.

## Key Roles

There may be quite a few people involved in the preparation, submission, and administration of your grant application.

Both Grants.gov and eRA Commons use roles to determine which tasks each user is authorized to perform. At the time of organization registration, your organization designates one or more people with the authority to legally bind your organization in grants administration matters. Those designated individuals (Signing Officials in eRA Commons or E-Business Points of Contact in Grants.gov) can assign roles to other user accounts to define the functions they are authorized to perform.

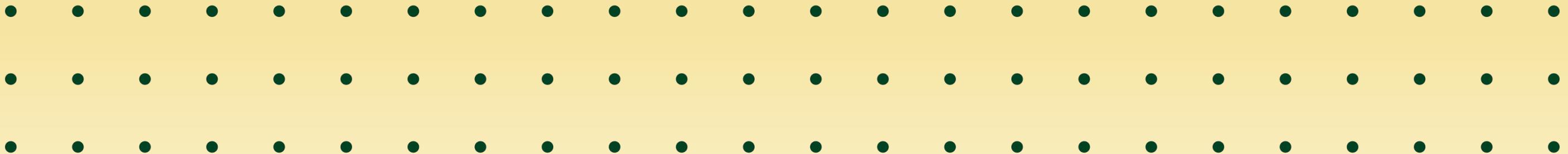


Compliant

Office of Sponsored Programs

=

Authorized Organizational  
Representative (AOR)



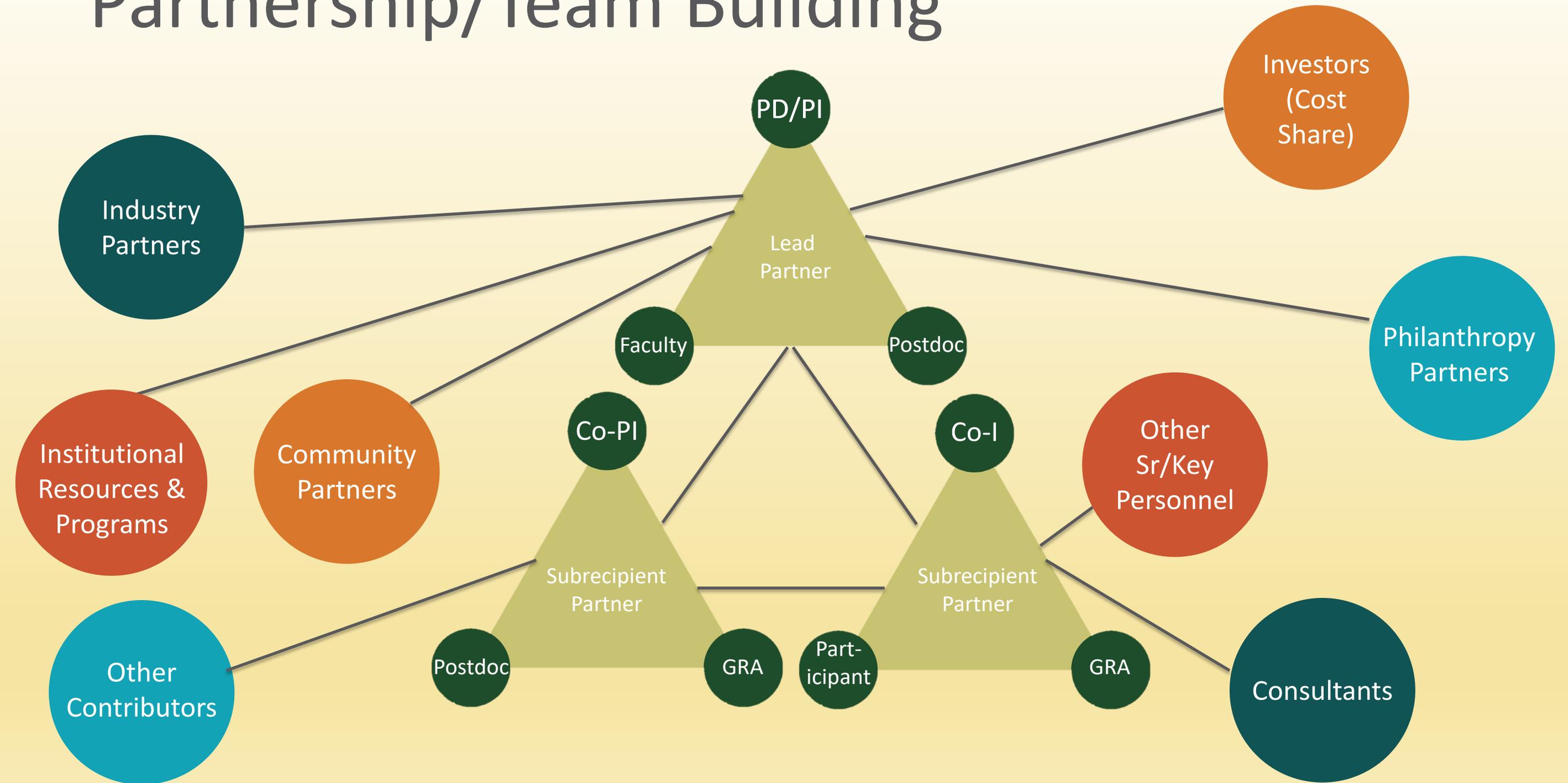
# CSU - Federal Sponsor Required Internal Controls

- Certifications, Representations, and Assurances

3. **Unaffiliated individuals** — Unaffiliated individuals in the U.S. and unaffiliated U.S. citizens are not eligible to receive direct funding support from NSF. Recipients of Federal funds must be able to demonstrate their ability to fully comply with the requirements specified in 2 CFR §200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. As such, unaffiliated individuals are strongly encouraged to affiliate with an organization that is able to meet the requirements specified in 2 CFR §200.



# Partnership/Team Building



# Collaborative



1

**Department or  
College Research  
Administrator**

2

**Research Acceleration  
Office**

3

**Office of Sponsored  
Programs**





# 2 YEARS – 2 MONTHS BEFORE

## Administrative

- Partnership MOUs, NDAs, etc.
- Facilities, Equipment, Senior Personnel, and other Required Documentation
- Sponsor Portal Registrations
- Familiarity with Funding Announcement

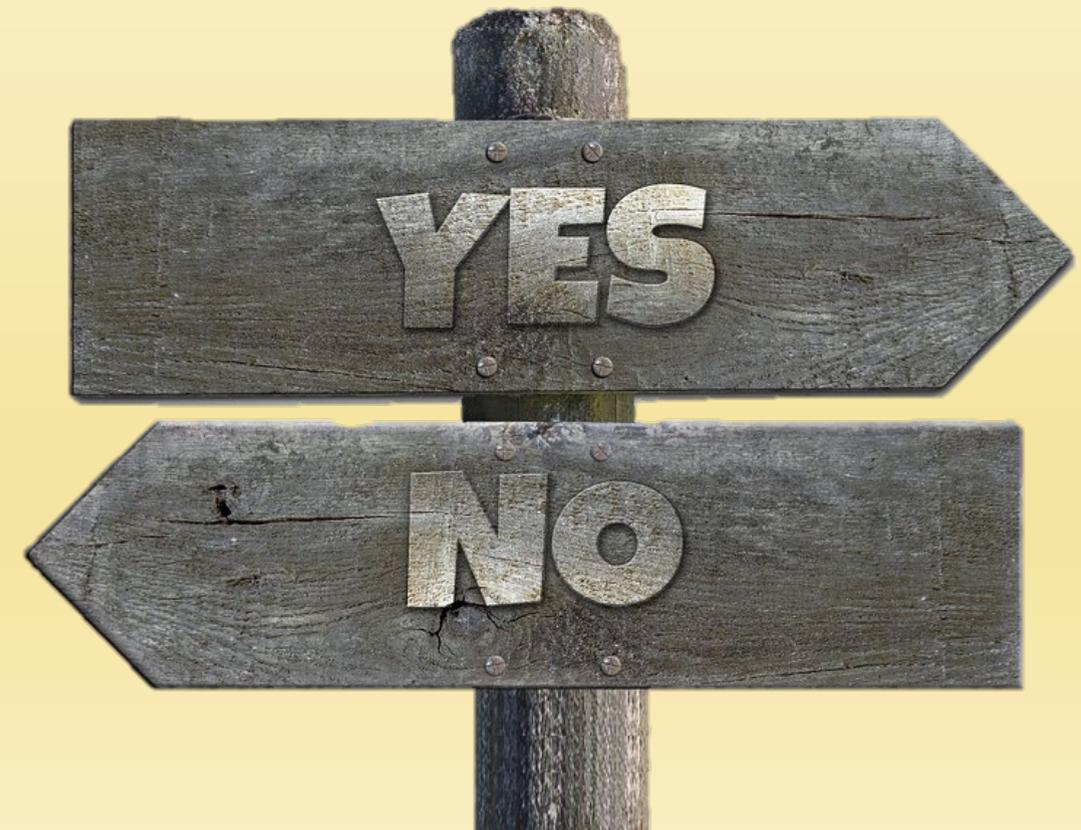
## Strategic

- Find Funding Opportunities
- Proposal Development of Big Bet (1-2 years)
- Early Concept Development
- Blue (outline/early alignment) Pink (50-75% complete) Iterative Drafts & Review Cycles
- Partnership Engaging
- Senior Personnel Documents
- Selection for Limited Opportunities

## PI Eligibility

- Eligibility to act as a principal investigator (PI) or co-principal investigator (Co-PI) on a sponsored project is limited to **CSU employees** with the **necessary skills and knowledge to comply with all award regulations and requirements** and **have an appointment type that permits** serving as a PI or Co-PI.

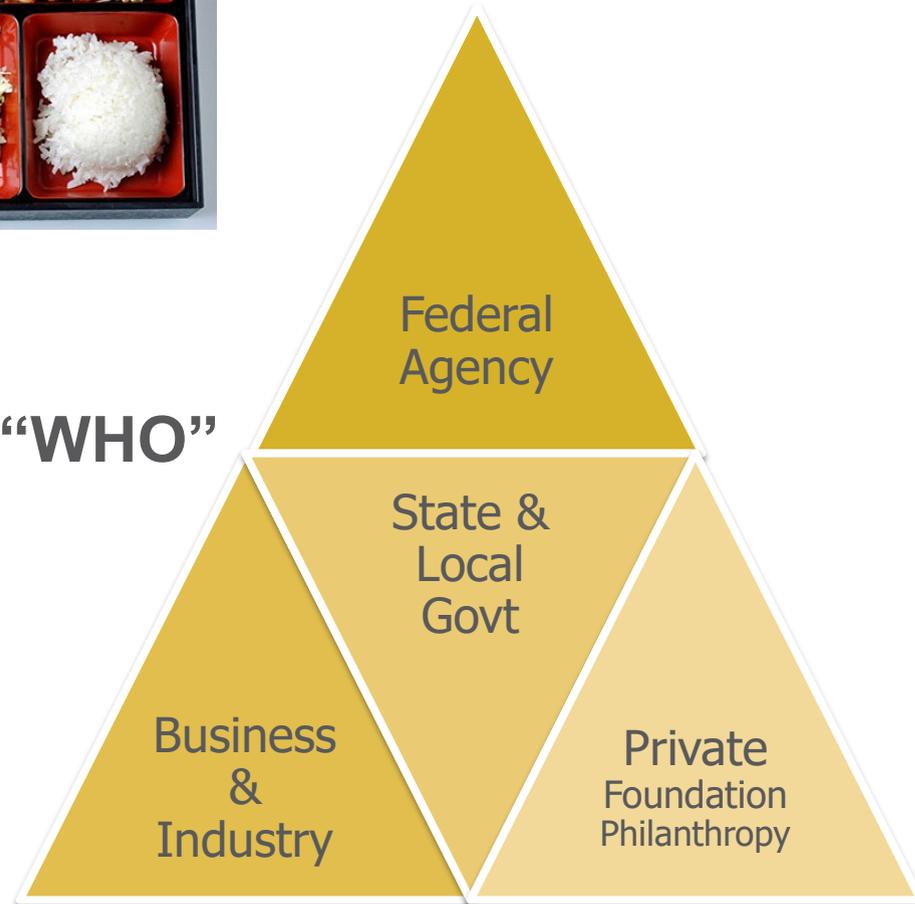
<https://www.research.colostate.edu/osp/guidance/>



# Funding Mechanisms, Sources & Types



“WHO”



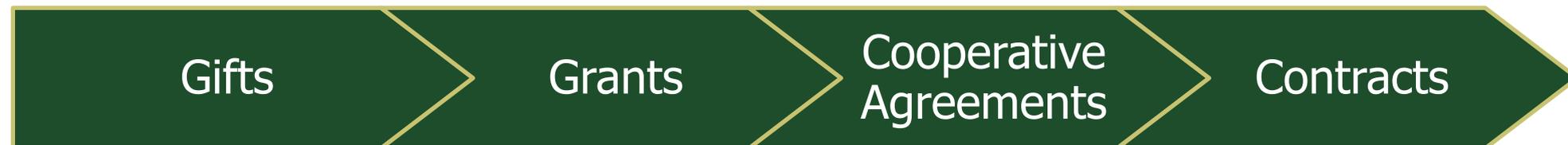
“WHAT”

Research	Curriculum Development	Equipment / Infrastructure
Fellowships/ Career Development	Access to Federal Labs	Training
Workforce Development	Scholarship	Extension, Community Outreach

Least Structured

Most Structured

“HOW”



# Finding Funding



- Grants.gov (federal funding): <https://www.grants.gov/>
- Institutional search tools:
  - CSU InfoEd Global SPIN database:  
<https://spin.infoedglobal.com>
  - CSU Foundation Relations RFP list: Link via listserv
  - CSU InfoReady Review Limited Submissions:  
<https://colostate.infoready4.com/>
- Internal funding opportunities and programs
- Philanthropy News Digest (Foundation Opportunities)
- Sponsor email list subscriptions
- Other universities' websites

# Assessing Opportunity Fit

*The opportunity should fit you and your objectives, not the other way around.*

- **Read the RFP closely.**
  - Are you eligible?
  - Is your idea a good fit with the program?
  - Is the opportunity the right “size”? (duration, budget)
- **Understand the mission/objectives/priorities of the funder. How does your proposed work align with the funder’s goals? How do these align with your work?**
  - Does this grant program make sense for me and my path?
  - Read the organizational mission statement
  - Understand the focus of the sub-agency/directorate
- **How is my work novel and/or unique? What makes it stand out? What does it add?**
  - What has been funded previously? How might your idea compliment or compete with funded work?
  - Who might be your competition (or collaborator)?
- **Talk to your mentor/advisor and others who have submitted to the opportunity.**
- **Talk to the Program Officer/Program Manager**



# Talking to Program Officers

## WHO

- Program Officers lead and oversee grant programs, ensuring grant alignment with the funder's mission/objectives.

## WHAT

- With a PO, a potential applicant can confirm fit with RFP/Agency/Program, learn about alternative opportunities, clarify guidelines, discover underlying considerations not in the published material, discuss ways to strengthen the project (esp. if resubmission) and build a relationship to grow their network.

## HOW

- Prepare; write email; schedule call; follow up.

# Talking to Program Officers



WHO

WHAT

HOW

**Subject: Request for call to discuss [Program]**

Dear Dr. X:

I am interested in submitting a proposal for RFA #XXX “RFA Title” and would like to schedule a call with you to discuss whether my research is appropriate for this opportunity. [If your request is urgent, indicate that here and explain why.]

[Briefly describe your proposed work and why you think it is a good fit.] In case it is helpful, I have attached a [brief concept paper / specific aims] for you to review prior to our call.

[If you have specific questions that you want the PO to consider, include them here.]

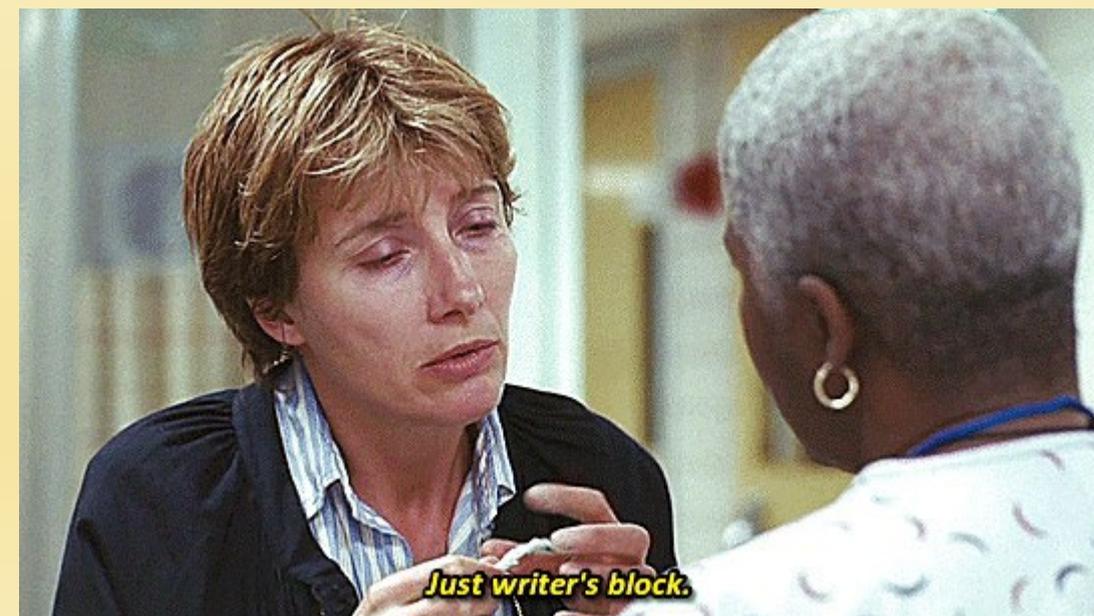
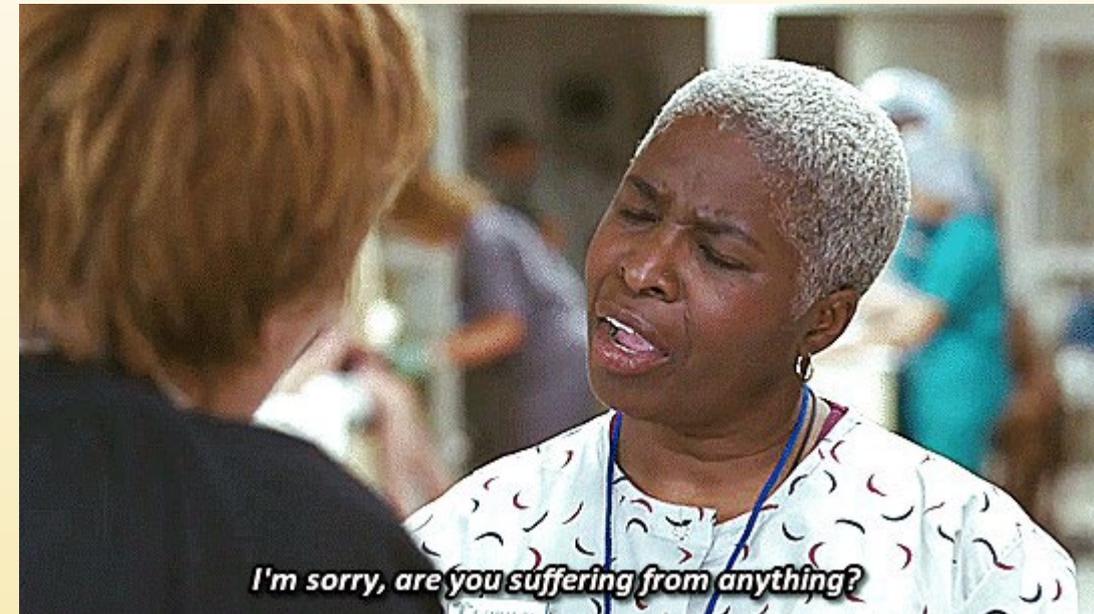
[Provide possible days/times or indicate that you can be available at the PO’s convenience.]

Thank you in advance for your assistance. I look forward to talking with you soon.

Contact Info

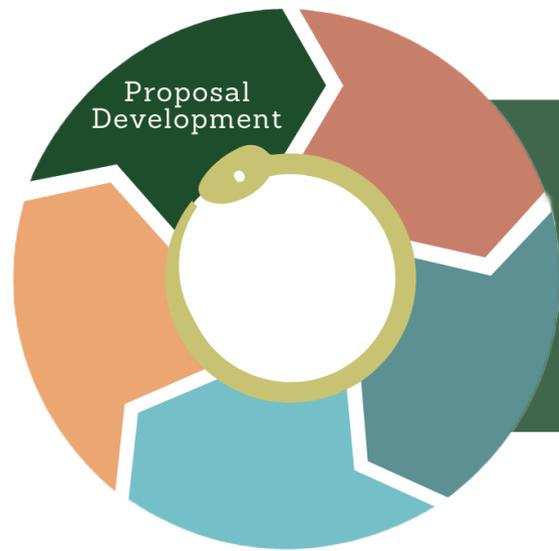
# Proposal Writing Tips

- Start Early.
- Writing style depends on the funder.
- Clearly state your hypotheses, questions, objectives, and goals.
- Strong narratives answer core questions clearly and succinctly.
- Describe how your idea is innovative and improves current practices.
- Provide sufficient evidence of preliminary work.
- Situate your proposal within the context of the current field.
- Grant writing is persuasive writing; balance selling and telling.
- Present a logical, unified, and cohesive story with your narrative, figures, experiments, and supporting documents.
- Make sure that your methods are appropriate and clearly explained.
- Follow formatting and proposal guidelines exactly.
- Seek feedback, refine, and edit.



## Learning From Prior Reviews

- **Review process varies by funding type**
  - Usually peer review or foundation staff/board. Peer reviews generally include scored review criteria, panel discussions, and funding decisions made by the program officer.
- **Why proposals fail**
  - Non-compliant; already been done; weak team; scope too small or too large; poorly written; not compelling; politics
- **Using reviews**
  - Remember – it doesn't matter what you intended if the reviewers don't read it that way. Consider the merit of critiques and modify approach/misunderstandings to address flaws. Be attentive to criticisms from multiple reviewers. Resiliency is critical.



# 2 MONTHS – 1 MONTH BEFORE

## **Administrative**

- KRPD Record
- Finalize Proposal Narrative & Required Attachments
- Finalize Key Personnel Documents
- College/Departmental Review
- Complete Necessary Registrations in Sponsor Portals

## **Strategic**

- Gives notice that a proposal is coming
- Give yourself or your team enough time to develop ideas
- Get to know the required forms and portals
- Selection for Limited Submission Opportunities
- Do you have everything you need to complete the work?
- Writing & Review Cycles
- Pink (50-75% complete) & Red (75-95% complete) Proposal Content Review

# Read the Notice of Funding Opportunity (NOFO)

- Deadlines and form of submission
  - LOIs, pre-proposals, applications requiring an invite, limited submissions...
- Eligibility and Limitations: PI / Organization
  - InfoReady Review: <https://colostate.infoready4.com/>
- Necessary documents and formatting requirements
- Budget limitations
  - allowable costs, F&A, cost share (mandatory vs. voluntary)

**Communicate with your PreAward support early and often!**



# Share details of your proposal

- What?** Tell us about the project
- Who?** Personnel, Collaborators, \*Subrecipients vs Vendors\*, Consultants
- How?** Equipment fabrication, human/animal subjects, NDAs
- When?** Period of Performance (can impact budget details)
- Where?** Place of Performance; Travel (destination and purpose)
- Why?** Great information for the Budget Justification

**Lead time is key!**



# Required Documents

**SOW** defines roles, responsibilities, and contributions to the project

**Budget** reflects the cost of activities in the SOW – must meet 4 Cost Principles

**Budget justification** explains why the costs are necessary to complete the SOW

- Describes roles and responsibilities of each person under Personnel
- Details travel plans - field work, dissemination, collaboration; domestic vs international
- Covers all costs requested including IDC and definition of calculated base

Ancillary documents- dependent on sponsor and solicitation

- Examples include Facilities & Other Resources, Data Management Plan, Mentoring Plan
- Senior Personnel Docs - Biosketch, Current & Pending Support, Collaborator lists, etc.

\*Documents may change based on the type of sponsor we're proposing to, e.g. Industry – budget may be different



# Research Integrity, Safety, and Compliance



Office of Research Collaboration & Compliance  
Biosafety Office, Institutional Biosafety Committee, **IACUC**,  
CSU Research Safety Culture, CSU Green Labs

Lab Animal Resources (LAR)

**Institutional Review Board (IRB)**

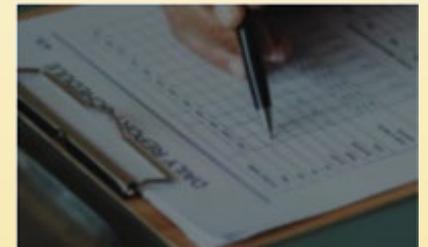
**Office of Research Integrity**

**Secure and Global Research (SGR)**

**Conflict of Interest Office**

Quality Assurance

Clinical Review Board



<https://www.research.colostate.edu/safety-and-compliance/>

# Common Forms

## Biosketch

**Do you have the qualifications to carry out the project as proposed?**



[https://www.nsf.gov/bfa/dias/policy/nstc\\_disclosure.jsp](https://www.nsf.gov/bfa/dias/policy/nstc_disclosure.jsp)



# Common Forms

## Current and Pending (Other) Support

**Do you have the capacity  
to carry out the project as  
proposed?**



# Science Experts Network Curriculum Vitae a.k.a. SciENcv

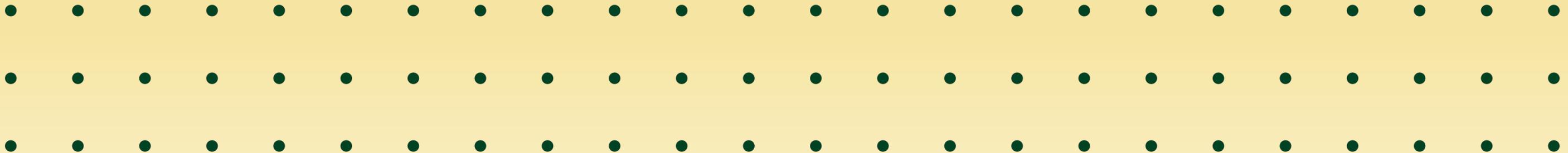
Electronic System used to assemble:

- Biographical Sketch
- Current & Pending (Other) Support
- Each requires an individual's certification as a Senior/Key Person
- Imports citations via MyBibliography, ORCID, or PubMed
- Ability to manually enter citations
- Required for NSF submissions; other federal sponsors soon implementing





# Roles and Responsibilities



Pre-Award Activities						
Preparing to Submit a Proposal- Getting Started	Principal Investigator	Unit/Department	College	OSP	Research Acceleration	Other Resources
Locate funding opportunity	Primary	Assistance			Assistance	
Read and interpret sponsor instructions for proposal preparation	Primary	Assistance				
Ensure individual registration with e-Submission systems as needed	Primary			Assistance*		*OSP handles Institutional registration with systems
Manage restricted (limited submission) funding opportunities			Assistance		Primary	
Determine need for Non-disclosure agreements, Teaming agreements, etc.	Primary			Assistance		
Proposal and Budget Development- Getting it Together	Principal Investigator	Unit/Department	College	OSP	Research Acceleration	Other Resources
Create internal proposal record for review & approvals (KR PD)	Primary*	Assistance*				*Department support varies
Develop technical narrative, biographical information, institutional resources, etc.	Primary	Assistance				
Identify subawardees/collaborators	Primary					
For proposals with subrecipients, collect subrecipient documents (SOW, budget, budget justification, commitment form)	Primary	Assistance				
Initial review of sub commitment form for completion including UEI#, SAM.gov expiration, IACUC or IRB, IDC rate agreement	Assistance	Primary				
For proposals with high-risk subrecipients (foreign entities or small businesses), develop fixed price/deliverable-based budget & SOW	Primary	Assistance				
Ensure required time & effort available by key personnel, if awarded	Primary	Assistance				
Draft budget	Assistance*	Primary*				*PI may have responsibility in some departments
Obtain cost share approval (ICF- Institutional Commitment Form) from appropriate sources	Assistance*	Primary*				*OVPR to approve
Obtain approval for F&A (indirect) cost waiver/reduction	Primary*	Assistance*				*OVPR to approve
Review budget		Primary	Assistance	Assistance		
Complete proposal (portal, forms) as indicated in guidelines	Primary*	Assistance*				*Department support varies

<https://www.research.colostate.edu/osp/guidance/>

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## Proposal & Budget Development

Proposal & Budget Development → Proposal Review & Submission → Award Receipt & Negotiation → Account Setup & Award Administration → Financial Management & Project Closeout

### CSU Proposal & Budget Preparation

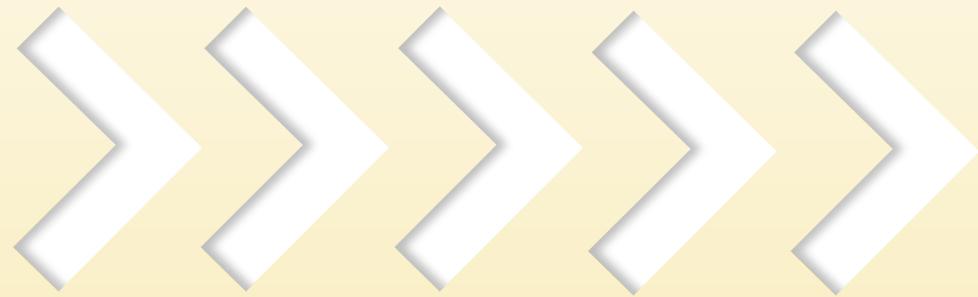
Once a funding opportunity has been identified, the work of proposal preparation begins. The process involves internal CSU systems and processes and external sponsor systems and requirements.

Commonly Requested Info

- [Department Contacts List](#)
- [FDP Subrecipients Search page](#)

Who Do I Contact?





Thank you



Colorado State University



**Session 2 – Proposal Review and Submission**  
**November 12<sup>th</sup>, 12:30 PM – 1:30 PM**  
**Info Coming Soon!**

# Resources

- RAO Proposal Writing:  
<https://www.research.colostate.edu/rao/proposal-development/proposal-writing-2/>
- CSU Writes: <https://csuwrites.colostate.edu/>
- OSP Staff Contact:  
<https://www.research.colostate.edu/osp/staff/>



# SciENcv Resources



- [Accessing SciENcv](#)



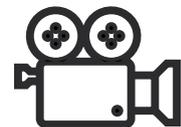
- [My NCBI Help Manual](#)

- [SciENcv](#)
- [My Bibliography](#)



- [Self-Paced SciENcv Tutorial](#)

- Short SciENcv Videos



- [SciENcv Overview Tutorial](#)
- [Biographical Sketch \(NSF\)](#)
- [C&P \(Other\) Support](#)
- [Integrating with ORCID](#)

