



University
of Idaho

*Zoom participants: Please
keep your microphone muted
until the Q&A session*

NIH: DEVELOPING YOUR FIRST R01 PROPOSAL

RESEARCH AND FACULTY DEVELOPMENT
FACULTY SUCCESS SEMINAR SERIES

Wendy Hessler, MA

Proposal Development Specialist, Research and
Faculty Development

Special Guest: Eva Top, PhD

Professor, Biological Sciences

Please note that this session is being recorded

OFFICE OF RESEARCH AND FACULTY DEVELOPMENT

I We provide proposal development assistance across the spectrum*



I Meet goals in the UI strategic plan – grow research and creative efforts across all disciplines

I Reach out to request service – uidaho.edu/orfd

*Not including budget preparation

All services are optional and are granted on a first come, first served basis

RFD TEAM CAN HELP



Our People

Carly Cummings

Director



208-885-1058

ccummings@uidaho.edu

Kendra Mingo

Senior Proposal Development Specialist



208-885-1178

kmingo@uidaho.edu

Wendy Hessler

Proposal Development Specialist



208-885-7097

whessler@uidaho.edu

Nancy Holmes

Proposal Development Specialist



208-885-5996

ncholmes@uidaho.edu

Julia Osborne

Administrative Coordinator



208-885-1144

josborne@uidaho.edu

I 103 Morrill Hall

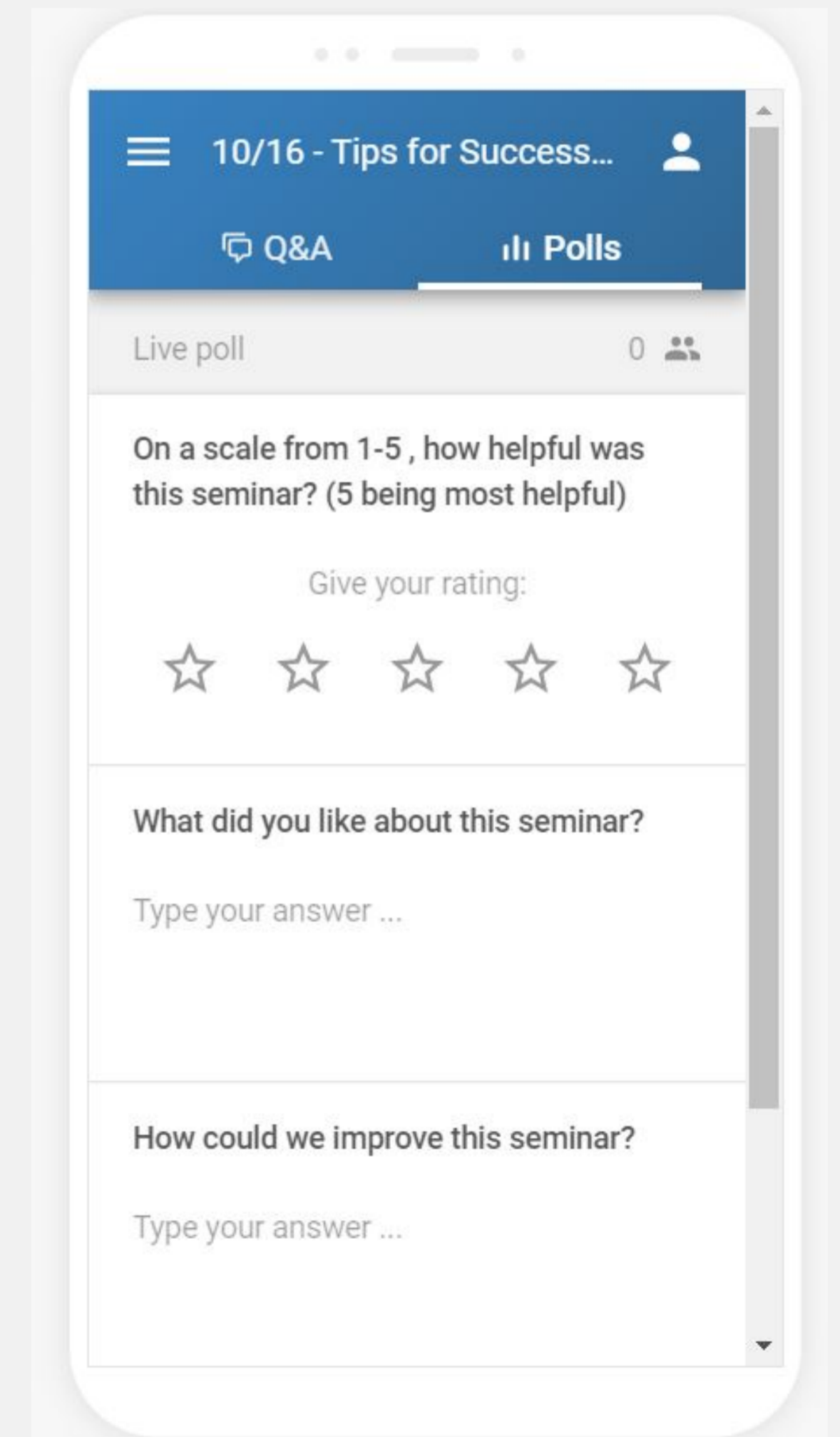
I uidaho.edu/orfd

REQUEST RFD SERVICES

HELP US IMPROVE OUR SEMINARS

- I After the Q&A session: brief 3 question sli.do poll
- *On a scale from 1-5, how helpful was this seminar?*
 - *What did you like most about this seminar?*
 - *How can we improve this seminar?*

www.slido.com or use the **sli.do** app (Use code #FSS)



OBJECTIVES

IN THIS SESSION, WE'LL DISCUSS:

- I Understand NIH
- I The R01 funding mechanism
- I Determine your fit: Institutes/Centers; Study Sections
- I Find funding opportunities
- I Prepare your application
- I Special Guest: Dr. Eva Top



NATIONAL INSTITUTES OF HEALTH

- I Federal funding agency
- I Part of the U. S. Department of Health and Human Services (HHS)
- I Began in 1887 as a one-room laboratory in Marine Hospital Services
- I Director: Francis S. Collins, MD, PhD (since 2009)
- I NIH's mission is to seek fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to enhance health, lengthen life, and reduce illness and disability.

ORGANIZATION

I NIH divided into 27 Institutes/Centers (I/C) → Study Sections → Research funding mechanisms (R)



NIH Regional Grants Conference
- Spring and Fall

The screenshot shows the NIH website's navigation and main content area. At the top left is the NIH logo with the tagline 'National Institutes of Health Turning Discovery Into Health'. To the right is a search bar labeled 'Search NIH' and links for 'NIH Employee Intranet', 'Staff Directory', and 'En Español'. Below the navigation bar are tabs for 'Health Information', 'Grants & Funding', 'News & Events', 'Research & Training', 'Institutes at NIH', and 'About NIH'. The main heading is 'INSTITUTES, CENTERS, AND OFFICES'. On the left sidebar, there are links for 'Institutes at NIH', 'List of NIH Institutes, Centers, and Offices', 'Directors of NIH Institutes and Centers', 'NIH Institute and Center Contact Information', and 'NIH Office of the Director'. The main content area features a large heading 'List of NIH Institutes, Centers, and Offices' with social media icons for RSS, email, Facebook, Twitter, and a plus sign. Below this is a section for 'NIH Offices' with a sub-heading 'NIH Office of the Director (OD)' and a paragraph describing its role as the central office for NIH's 27 Institutes and Centers. On the right sidebar, there is a 'Quick Links' section with a grid of buttons for various NIH institutes and centers, including NCI, NEI, NHLBI, NHGRI, NIA, NIAAA, NIAID, NIAMS, NIBIB, NICHD, NIDCD, NIDCR, NIDDK, NIDA, NIEHS, NIGMS, NIMH, NIMHD, NINDS, NINR, NLM, CC, CIT, CSR, FIC, NCATS, NCCIH, and OD.



GET STARTED: UNDERSTAND NIH

- I Structure
- I Approach to grant funding
- I Eligibility requirements
- I Research project
- I Grant programs





R FUNDING MECHANISMS

I R = Research grants

I Examples: R01, R03, R21

I Not all Institutes/Centers (I/C) participate in all PA/FOAs

I Two options:

- Funding Opportunity Announcement (FOA)
- Parent Announcements (PA)
- More about this naming [here](#)



R01 RESEARCH PROJECT GRANT

- I NIH's most commonly used grant program
- I Supports a discrete, specified, circumscribed research project
- I Open to applicants throughout their research careers with benefits for early-stage investigators (ESI)
- I Preliminary data are required
- I No specific dollar limit unless specified in FOA
 - Advance permission required for \$500K or more (direct costs) in any year (typical practice; not just for R01)
- I Generally awarded for 3 -5 years
- I Utilized by **all Institutes and most Centers**



R01

I R01: NIH Research Project Grant Program

I Application types allowed

- New
- Renewal
- Resubmission
- Revision

I NIH standard deadlines - three per calendar year (Table)

- R01 new: Feb. 5, June 5, Oct. 5
- R01 resubmission, renewal, revision: Mar. 5, July 5, Nov. 5



BENEFITS EARLY-STAGE INVESTIGATORS

- I Completed terminal research degree or end of post-graduate clinical training (whichever date is later) within the **past 10 years** and have not competed successfully as PD/PI for a substantial NIH independent research award.
- I Timeframe and research scope
- I Modular budget for \$250,000 project
- I Special status in review process
 - Lower reviewer expectations
 - More complete review comments



MW CTR-IN FUNDING PROGRAMS

- I** Mountain West Clinical and Translational Infrastructure Network Program
- I** Single Institution Pilot Grants
 - Provides early career investigators with funding to capture preliminary data that will support and inform a competitive R-level grant application to NIH or other extramural funding source
- I** Multi Site Pilot Projects (MSPP)
- I** Developmental Translational Team Grants (DTTG)



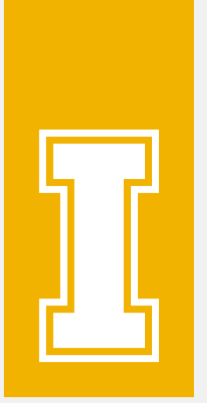
FIND YOUR R01 FIT

- I [Understand NIH: Finding the Right Fit for Your Research](#)
- I Use NIH websites and tools to understand the mission, priorities and goals of the IC and find those that might be relevant to your research
- I Search [NIH Guide for Grants and Contracts](#) to Identify the specific grant programs offered by each IC.
- I Let [RePORTER](#) and [Matchmaker](#) tools help you identify similar work, appropriate IC, study section and funding mechanism
- I Use the NIH Guide or the career stage-specific websites to identify appropriate FOAs



NIH REPORTER

<https://projectreporter.nih.gov/reporter.cfm>



SUBMIT QUERY CLEAR QUERY

Fiscal Year (FY): Active Projects SELECT
Current FY is 2020

RESEARCHER AND ORGANIZATION

Principal Investigator (PI) / Project Leader: (Last Name, First Name) ? ,
Use '%' for wildcard in PI names
 Enter several PI/Project Leader names OR PI Profile IDs

Organization: ? LOOKUP
Please enter at least 3 characters to use Lookup.
 Contains Begins with Exact

Department Type: ? SELECT

Organization Type: ? SELECT

City: ?
Use '%' for wildcard

State: ? SELECT

Country: ? SELECT

Congressional District: ? SELECT

DUNS Number: ?

TEXT SEARCH



Text Search (Logic): ?
 And
 Or
 Advanced

Characters left: 2500

Search in ? Projects Publications News
 Project Title Project Terms Project Abstracts

Limit Project search to Limit Publication search to
 Start Year 2019 End Year 2020

PROJECT DETAILS

Project Number / Application ID: ?
Format: 5R01CA012345-04/8515397
 Use '%' for wildcard in project number, e.g. %R21%
 Enter multiple project numbers/application IDs

OR

1 R01 CA 811099 01 A1S1

Program Officer (PO): (Last Name, First Name) ? ,
Use '%' for wildcard
 Enter several Program Officer (PO) names

Project Start Date: >= ?
Format: mm/dd/yyyy

Project End Date: <= ?
Format: mm/dd/yyyy

Award Notice Date: > ?
Format: mm/dd/yyyy



Agency/Institute/Center: ? SELECT
 Admin Funding

NIH Spending Category: ? SELECT

Funding Mechanism: ? SELECT

Award Type: ? SELECT

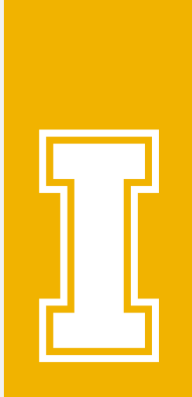
Activity Code: ? CLOSE

Check/Uncheck All

- Research Grants
 - Research Project Grants
 - P01 Program Projects
 - R01 Equivalents
 - DP2
 - R01
 - R23
 - R29
 - R37
 - RF1
 - R03
 - R15 AREA
 - R21

SELECT RESET CLEAR

Study Section: ? SELECT
Standing CSR study sections only



NIH AWARD DATA: MATCHMAKER

https://projectreporter.nih.gov/reporter_matchmaker.cfm

U.S. Department of Health & Human Services

NIH Research Portfolio Online Reporting Tools (RePORT)

Search

HOME | ABOUT RePORT | FAQs | GLOSSARY | CONTACT US

QUICK LINKS RESEARCH ORGANIZATIONS WORKFORCE FUNDING REPORTS LINKS & DATA

Home > RePORTER > Matchmaker

NIH RePORTER Version: 7.40.0

QUERY BROWSE NIH **MATCHMAKER** SEARCH PUBLICATIONS BETA

Use Matchmaker to find similar projects and program officials

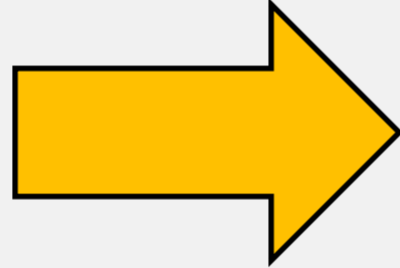
Enter abstracts or other scientific text and Matchmaker will return lists of similar projects from RePORTER or program officials associated with those projects. These matches are based on the terms and concepts used in the submitted text. Up to 15,000 characters are permitted. Matchmaker summarizes the projects by the program official, institute or center, review panel, and activity code.

Enter your Text:

VIEW TUTORIAL

Terms will be weighted by frequency of appearance in the text above. The process is automated and confidential. The Matchmaker system does not track and store submitted text. Characters left: 15000

CLEAR SIMILAR PROJECTS SIMILAR PROGRAM OFFICIALS



Matchmaker Results

Matchmaker New Query

Export All Projects GO

PROJECTS **PROGRAM OFFICIAL**

Matching Text: Endocrine regulation of multichromatic color vision Robert D. Mackin, a Ruth A. Frey, a Carmina Gutierrez, a A. A. Farre, a Shoji Kawamura, b Diana M. Mitchell, a and Deborah L. Stenkampa, 1 Primate and fish genomes contain tandemly replicated cone opsin genes. The human long wavelength-sensitive/medium wavelength-sensitive (LWS) tandem array underlies trichromatic color vision; mutations in this array cause altered color vision and retinal degenerations. Differential expression of human LWS vs. MWS is considered a stochastic event, whereby upstream enhancers associate with the promoter of the proximal or distal gene. We demonstrate that the endocrine thyroid hormone (TH) is a potent endogenous regulator of the orthologous zebrafish *lws1/lws2* array, and of tandemly quadruplicated *rh2-1/rh2-2/rh2-3/rh2-4* array. TH promotes shifts in spectral sensitivity to longer wavelengths by changing expression of opsins in each array, indicating TH-coordinated control of visual function.

Characters left: 414

Fiscal Year (FY) Active Projects SELECT Exclude Subprojects?

105 Program Officials from the matched projects. (500 projects maximum)

Click on chart labels to filter search results by the Institute/Center or Activity Code

Click here to view detailed Charts

INSTITUTE/CENTER

Institute/Center	Program Official
NIGMS	16
NHLBI	14
NIDDK	11
NEI	10
NICHD	9
NINDS	6

ACTIVITY CODE

Activity Code	Program Official
R01	50
R21	20
R15	15
R00	10
F31	8
F32	5

Records per page 25

1 of 5 Next Last

Program Official	IC	Contact Information	Projects
GREENWELL, THOMAS	NEI	Click to view PO email address	98
NEUHOLD, LISA	NEI	Click to view PO email address	83
SHEN, GRACE L	NEI	Click to view PO email address	32
AGARWAL, NEERAJ	NEI	Click to view PO email address	30
HOODBHOY, TANYA	NIGMS	Click to view PO email address	16
WIGGS, CHERI	NEI	Click to view PO email address	8
STEIN, KATHRYN K	NIDCR	Click to view PO email address	8
TOYAMA, REIKO	NICHD	Click to view PO email address	7
MUKHOPADHYAY, MAHUA	NICHD	Click to view PO email address	6
SILVA, CORINNE M	NIDDK	Click to view PO email address	6
FLANDERS, MARTHA C	NEI	Click to view PO email address	6
WUJEK, JEROME R	NEI	Click to view PO email address	5

Enter ~6 pages of single-spaced text



ASK BEFORE ASSUMING

- I** Talk with funded colleagues/mentors
- I** Contact an NIH Program Official before beginning to write
- I** Study successful grant applications
 - Ask Investigator of funded proposal in your discipline
 - NIAID: [R01 Sample Applications and Summary Statements](#)
- I** Request help from RFD

REQUEST RFD SERVICES



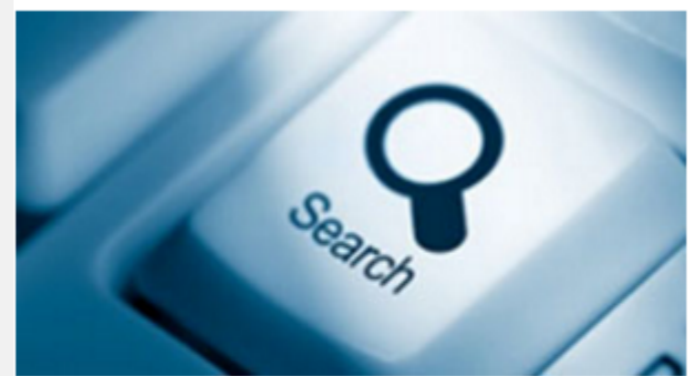
FIND FUNDING OPPORTUNITIES

I Search [Guide to Grants and Contracts](#), [Grants.gov](#), [Pivot](#)

- Save customized searches

I [Subscribe](#) to NIH listserves, RSS feeds, Twitter,

- [Extramural Nexus](#): news, updates, blog posts, guide notices,
- [Open Mike blog](#): Michael Lauer, Deputy Director Extramural Res.
- Weekly [Table of Contents](#) listserve



Grants (NIH Guide to Grants and Contracts)

The NIH Guide for Grants and Contracts is our official publication for NIH grant policies, guidelines and funding opportunities. We publish daily, and issue a table of contents weekly. [Learn more](#) about the NIH Guide and [subscribe today!](#)

[View all Parent Announcements](#)
(for unsolicited applications)

Search for funding opportunities and notices



TYPES OF FOA

- I Parent announcements
- I Program Announcements
- I Requests for Applications

Types of Funding Opportunity Announcements (FOAs):

Type of FOA	Description
Parent Announcements	<ul style="list-style-type: none"> Broad FOAs allowing applicants to submit an investigator-initiated application for a specific activity code Many NIH institutes and centers (IC) participate Usually ongoing (3 yrs) Use standard due dates <p>List of Parent Announcements</p>
Program Announcements (PAs)	<ul style="list-style-type: none"> FOAs issued by one or more Institutes and Centers to highlight areas of scientific interest Encourage applications for a new or ongoing program Usually ongoing (3 years) Use standard due dates Types of PAs: <ul style="list-style-type: none"> PAS: with set-aside funds PAR: special receipt, referral, and/or review considerations <p>Note: There is growing use of "Notices of Special Interest", rather than topic-specific PAs, to highlight areas of scientific interest. The notices designate existing FOAs to use for application submission.</p>
Requests for Applications (RFA)	<ul style="list-style-type: none"> FOAs issued by one or more Institute or Center to highlight well-defined areas of scientific interest to accomplish specific program objectives <p>(Make sure the science you are proposing fits the scope of the RFA!)</p> <ul style="list-style-type: none"> Indicate the amount of set-aside funds Indicate anticipated number of awards Usually single due date Institute/Center usually convenes review panel



THREE PARENT ANNOUNCEMENTS

Activity Code(s)	Title	Announcement Number	Issuing Organization	Release Date	Opening Date (SF424 Only) ?	Expiration Date
R01	NIH Research Project Grant (Parent R01 Basic Experimental Studies with Humans Required)	PA-19-091	NIH	11/28/2018	01/05/2019	01/08/2022
R01	Research Project Grant (Parent R01 Clinical Trial Required)	PA-19-055	NIH	11/05/2018	01/05/2019	01/08/2022
R01	Research Project Grant (Parent R01 Clinical Trial Not Allowed)	PA-19-056	NIH	11/05/2018	01/05/2019	01/08/2022



CLINICAL TRIAL DESIGNATION

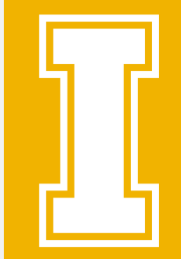
I If you are doing human research, use the [clinical trial tool](#) to determine whether NIH considers any of your studies a clinical trial.

CHOOSING A FOA BASED ON CLINICAL TRIAL DESIGNATION			
SPECIFIC AIM	CLINICAL TRIALS REQUIRED	CLINICAL TRIALS OPTIONAL	CLINICAL TRIALS NOT ALLOWED
AIM #1 - NOT A TRIAL AIM #2 - NOT A TRIAL	NO	YES	YES
AIM #1 - IS A TRIAL AIM #2 - IS A TRIAL	YES	YES	NO
AIM #1 - NOT A TRIAL AIM #2 - IS A TRIAL	YES	YES	NO





R01 RESEARCH PROJECT GRANT



I Take a tour of an annotated FOA for tips and key information.

- I/Cs participating
- Basic/clinical designations
- Award amounts
- Specific due dates
- Section IV - program-specific instructions

Follow the tips in the blue boxes below to help you understand the importance of key pieces of information in funding opportunity announcements (FOAs).

Department of Health and Human Services Part 1. Overview Information

Participating Organization(s)	National Institutes of Health (NIH)	Your research has to fit within the mission of one of these participating organizations for your application to be reviewed for funding consideration.
Components of Participating Organizations	National Heart, Lung, and Blood Institute (NHLBI) National Institute on Aging (NIA) National Institute on Alcohol Abuse and Alcoholism (NIAAA) National Institute of Allergy and Infectious Diseases (NIAID) National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS) National Institute on Drug Abuse (NIDA) National Institute of Environmental Health Sciences (NIEHS) National Institute of General Medical Sciences (NIGMS) National Human Genome Research Institute (NHGRI) National Institute of Mental Health (NIMH) National Institute on Minority Health and Health Disparities (NIMHD) National Institute of Neurological Disorders and Stroke (NINDS) National Institute of Nursing Research (NINR) National Center for Complementary and Integrative Health (NCCIH) Note: Not all NIH Institutes and Centers (ICs) participate in Parent Announcements. Applicants should carefully note which ICs participate in the announcement and view their respective areas of research interest at the FOA Clinical Trial Required ICs Specific Scientific Interest and Contact website . Applicants should also carefully note which ICs accept only mechanisms being the Related Notices. ICs that do not participate in the announcement will not consider applications for funding.	
Funding Opportunity Title	NIH Research Project Grant (Parent R01 Clinical Trial Required)	
Activity Code	R01 Research Project Grant	The activity code tells you the type of grant program that is being advertised. Use the research program contact listed in section VII of the FOA to ensure that you apply to the right grant program for you and your research.



PREPARE TO APPLY: MAIN PARTS



- I Project Summary/Abstract
- I Project Narrative
- I Specific Aims (1 page)
- I Research Strategy (12 pages)
 - Significance
 - Innovation
 - Approach
- I Bibliography
- I Budget/Budget justification
- I Equipment
- I Biosketches
- I Application forms (PHS; SFS424 (R&R))



OTHER CONSIDERATIONS

- I** Human subjects research
 - IRB approval, includes CITI certification
- I** Other research plan section:
 - Vertebrate animal research
 - Select agent research
 - Multiple PD/PI Leadership plan
 - Letters of support
 - Resource sharing plan
- I** Biosketches
 - 5 page, NIH format, SciEnCV tool
- I** Propose your best and most creative ideas



R01 REVIEW CRITERIA

I Main review components of an R01

- Significance
- Investigator
- Innovation
- Approach
- Environment

I Keep review criteria in mind when planning and writing your proposal

I Next week's FSS: NIH: Understanding Proposal Review



APPLY AND SUBMIT

FOLLOW INSTRUCTIONS

I General Application Guide for NIH and Other PHS Agencies

- Follow grant application forms and instructions outlined in the application guide and the FOA
- Current forms are SF424 (R&R) Version E
- NEW Version FORMS-F for due dates on or after May 25, 2020

I Work with the Office of Sponsored Programs and your SPA

I Submit using ASSIST

Use NIH resources for help

<http://grants.nih.gov>



Search

eRA | N

HOME

ABOUT GRANTS

FUNDING

POLICY & COMPLIANCE

NE

[Home](#) » [About Grants](#) » [Get Started](#)

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ABOUT GRANTS

[Grants Process Overview](#)

Get Started

[Learn the Basics](#)

[Plan Your Application](#)

[How to Apply](#)

+

[Application Referral and Review](#)

+

[Pre-Award and Post-Award Processes](#)

+

[Forms Library](#)

[Information For](#)

+

Get Started

Sometimes the hardest part of any effort is getting started. Let us orient you to how NIH works, and the basics of planning your application.



Learn the Basics

Before getting started, learn how NIH is structured (and why that's important), our approach to grant funding, the types of organizations and people eligible to apply, what we look for in a research project, and the types of grant programs we offer.



Plan Your Application

Plan ahead and prepare to get an edge in this highly competitive process. Figure out the early issues, such as picking the right grant type, determining if you need prior approval from NIH to apply, planning within your organization, considering implications



PREPARE YOUR APPLICATION

RESOURCE: NIH GRANTS AND FUNDING APPLICATION INSTRUCTIONS

I [How to Apply – Application Guide](#)

Prepare to Apply

- [Systems and Roles](#)
- [Register](#)
- [Understand Funding Opportunities](#)
- [Types of Applications](#)
- [Submission Options](#)
- [Obtain Software](#)

Write Application

- [Write Your Application](#)
- [Find Forms](#)
- [Develop Your Budget](#)
- [Format Attachments](#)
- [Rules for Text Fields](#)
- [Page Limits](#)
- [Data Tables](#)
- [Reference Letters](#)
- [Biosketches](#)

Submit

- [Submit, Track, and View](#)
- [How We Check for Completeness](#)
- [Changed/Corrected Applications](#)
- [Due Dates](#)
- [Submission Policies](#)
- [Dealing with System Issues](#)



PREPARE YOUR APPLICATION

RESOURCE: APPLY FOR A GRANT TUTORIAL - NIAID

- [I Prepare your application](#)
- [I Draft Specific Aims](#)
- [I Outline your experiments](#)
- [I Know your audience](#)
- [I Write your research plan](#)
- [I Plan your budget and personnel](#)
- [I Additional application elements](#) (data tables, letters, biosketches)
- [I Submit and application](#)



TOOLS/RESOURCES



I Grants Process Overview

- NIH Grants Process [video](#)
- How to choose the right FOA [video](#)
- Plan, write and submit an application [website](#)

I Early Stage Investigator (ESI) [Policies](#)

I Biosketch: [Looking for help developing your biosketch?](#)

I Award tools:

- [RePORTER](#)
 - MyRePORTER Video [Tutorial](#) (6:35)
- [Matchmaker](#)

I [RFD Proposal Development Resources](#) (checklists, Steps for your R01 instructions)



LET'S ASK OUR EXPERT

DR. EVA TOP

- I** What to know before applying for an R01
 - Special considerations?
 - Common mistakes?
 - Biggest hurdles?
 - Tips for shaping your research plan
- I** Advice to early career PIs
- I** Other considerations

UI/CTR WORKING GROUP

JOIN THE LISTSERVE

- I For those interested in clinical translational research
- I Facilitate connections, data collection/sharing and collaborations between researchers and clinicians in Idaho
- I Join the listserve
 - Email whessler@uidaho.edu
 - In subject line: **UI/CTR List ADD**



<https://www.webpages.uidaho.edu/webteam/research/rfd-faculty-success-seminars-postcard.pdf>



FACULTY SUCCESS SEMINARS

*Let Us Be Your Guide
Through the Proposal
Development Process*



**JOIN US IN IRIC 305
12:30 P.M. – 1:30 P.M. PT**

Can't join us in person? Then join us live via Zoom:
uidaho.zoom.us/j/798224314. Each seminar will
be recorded and be available on our website.

 **University of Idaho**
Office of Research and
Faculty Development

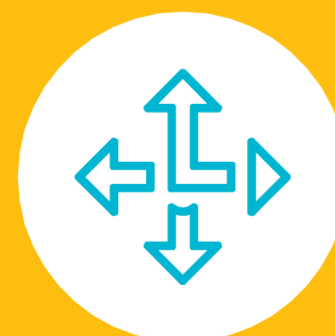


FALL 2019

- Sept. 4** HERC IGEM Info Session
- Sept. 11** Find Funding Opportunities: Intro to Pivot
- Sept. 25** NSF CAREER All Year: An Introduction
- Oct. 2** W.M. Keck Foundation Info Session
- Oct. 16** Tips for Successful Proposal Writing
- Oct. 23** NSF CAREER All Year: Getting Started
- Oct. 30** Exploring Humanities Funding Opportunities
- Nov. 13** MW CTR-IN Funding Opportunities
- Nov. 20** NSF CAREER All Year: Integrating the Research and Education Plans
- Dec. 11** M.J. Murdock Trust Commercialization Initiation Program Info Session

SPRING 2020

- Jan. 22** Developing Successful Project Management Plans for Large Proposals (**Rescheduled Apr 15**)
- Feb. 5** NSF: Broader Impacts Really Do Matter!
- Feb. 12** NIH: Funding Mechanisms Overview (R03, R21, R01)
- Feb. 19** NIH: Developing Your First RO1 Proposal
- Mar. 4** NIH: Understanding Proposal Review
- Mar. 11** NSF: Understanding Proposal Review
- Mar. 25** Fulbright Faculty Scholar Program Info Session
- Apr. 1** Find Funding Opportunities: Intro to Pivot
- Apr. 8** NSF MRI: Creating Competitive Proposals
- Apr. 15** Developing Successful Project Management Plans for Large Proposals



**WE GUIDE THE DEVELOPMENT
OF COMPETITIVE EXTERNAL
GRANT PROPOSALS**

**Office of
Research
and Faculty
Development**

Phone: (208) 885-1144

Email: ored-rfdteam@uidaho.edu

Website: uidaho.edu/orfd

THANK YOU FOR COMING!



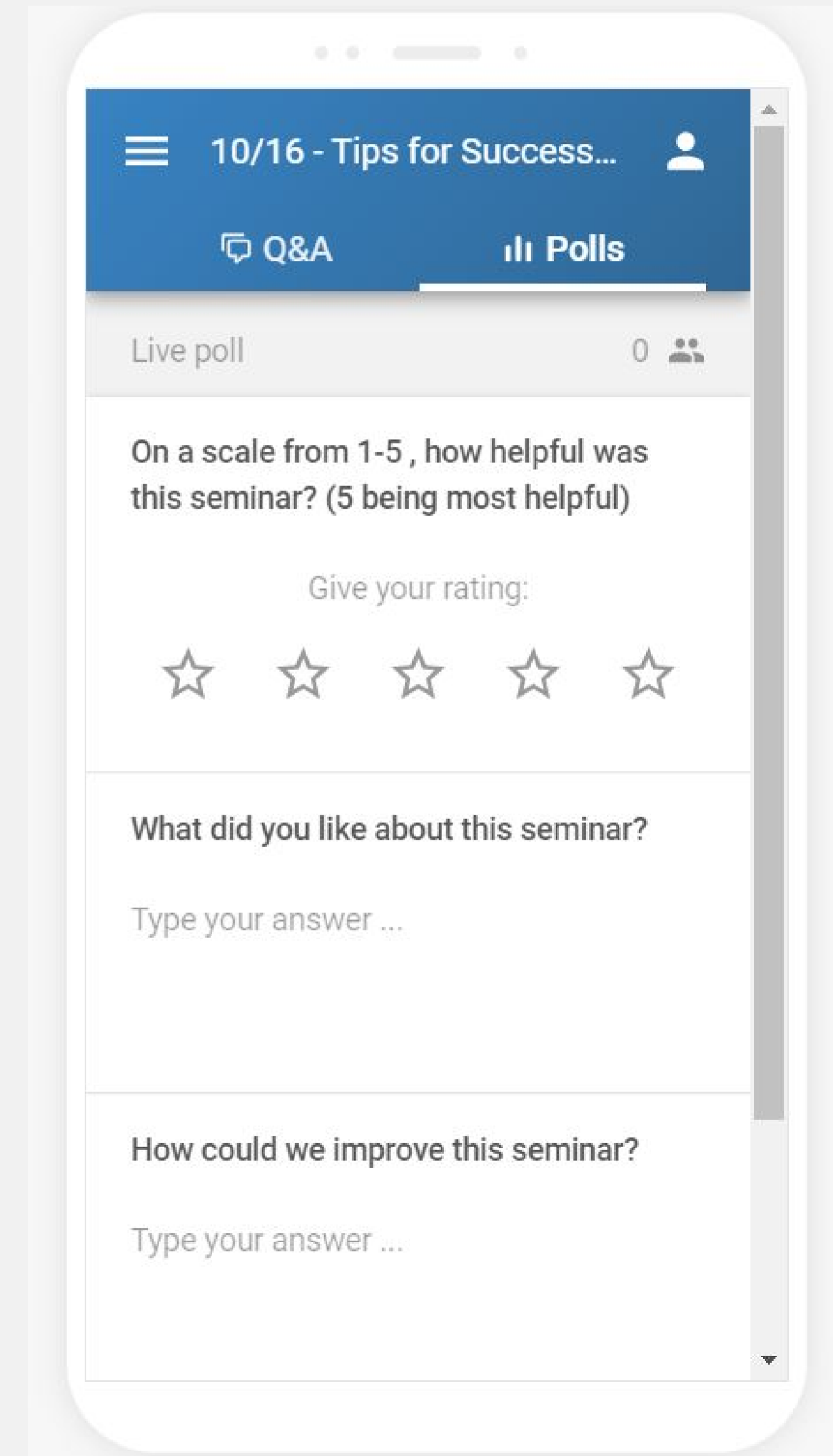
QUESTIONS?

BEFORE YOU GO...

Please take a brief 3-question sli.do poll

www.slido.com or use the **sli.do** app

Use code #FSS



4/14/2020

