

GRANT WRITING

ATHABASCA UNIVERSITY, OCTOBER 10, 2013

PANEL


Alain May – Associate Professor of Management Information Systems, Faculty of Business, Athabasca University

Chad Saunders (in spirit!) - Assistant Professor at the Haskayne School of Business in area of Entrepreneurship & Innovation and Strategy Areas and holds a cross-appointment with the Department of Community Health Sciences in the Faculty of Medicine, where he is also the eHealth Services and Strategy Lead with the Ward of the 21st Century (w21c.org)

- Graduate teaching and supervision at Faculty of Business, Athabasca University

Kam Jugdev - Professor of Project Management and Strategy, Faculty of Business, Athabasca University

AGENDA

- Grant writing An Applicant's Perspective – Chad Saunders (presented by Alain)
 - Advice from the Inside – Kam Jugdev
 - Graduate Fellowships – Alain May
 - Questions and Answers
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CHAD SAUNDERS

- Research interests: the impact of information technology on professional practice, considering the implications for design and innovation within a professional environment and the key entrepreneurial activities associated with the use of technology within these contexts.
- Professional experience: technology benchmarking, commercialization and the strategic deployment of technology to support collaborative research.

Funder	Number	Role	Amount
SSHRC	3	PI, Co-investigator	89,315
CIHR	2	Co-investigator	310,000
Other	4	Co-investigator, Collaborator	5,302,773
Total	9		5,702,088

SSHRC FUNDING

AN APPLICANT'S PERSPECTIVE
PREPARED BY CHAD SAUNDERS

OVERVIEW

The Competition

The Strategy

The Application

The Award



THE COMPETITION

SSHRC Insight Results 2012-2013

Overall,

- 1799 applications, 486 awards, 675 recommended.
- 27% success rate. 10% 4A

Management, Business, Admin Studies

- 212 applications, 53 awarded
- 25% success rate



THE STRATEGY

Prior success is the key indicator of future success. Top journal publications are ideal but any research related output is valued especially if you spin it as part of a program of research (PhD student/new scholar)

Build on established recent work in the field, disruptive innovation is nice when you have tenure be a raging incrementalist now

Start early and have anyone who will read it provide feedback

Funding applications never fail they just find better home.

Increase your “shots on net”



THE APPLICATION (10F 2)

Divide your study into manageable chunks

Ask for a smaller budget (lean) and keep it to 3 years but don't under-resource it since they will know you are setting up for failure

Show your topic is urgent, relevant and compelling

The entire application should be consistent. This is essentially your business plan and all the components should align



THE APPLICATION (20F 2)

Speak to the multiple audiences that might be reviewing your application and give them all something (theorist, empiricist, practitioner)


Be specific. If you can copy-paste a paragraph into any grant application then you are risking being too generic

Any evidence of work already completed in the direction of the study is viewed favourably (risk mitigation/evidence of likelihood of success)***



THE AWARD

What to expect along with the decision:

- External assessment report
 - Award rank statistics
 - Funds requested/awarded
 - Much more work for you since now you have to do the work you promised or take the feedback and revise and resubmit in the next competition!
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QUESTIONS?

KAM JUGDEV

- Research program include – burnout in project management, project management lessons learned, communities of practice, project management tools and techniques, project success/failure and project management as a source of competitive advantage using the Resource Based View of the Firm.
- Last year, Kam had the privilege of adjudicating SSHRC Insight Grants.

Funder	Number	Role	Amount
SSHRC	2	Applicant	128,636
Athabasca (including two 4A SSHRCs)	7	Applicant, Collaborator	105,455
Project Management Institute	2	Co-applicant	93,500
Total	11		\$327,591

FACULTY OF GRADUATE STUDIES 2013

GRANTS – AN INTERNAL VIEW

Dr. Kam Jugdev, PMP
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THE HARE AND THE TORTOISE



TIME

Instructions
/forms

Be diligent to
the point of
obsessive

COST

Financial
regulations

SCOPE

Application

Competitive grants RACE PREPARATION

- Prepare for the competition
- Read and follow the instructions and regulations on financial administration
- Which committee best fits your proposal?
 - Who is on the committee?
- Work patiently, methodically and rigorously
- You have an amazing cheering squad

INSIGHT GRANT COMMITTEE PROCESS

The secret is ...there is no secret

Adjudicators follow funding guidelines

Benchmarking meeting

Individual reviews

- Two reviews per application
- Submit Excel worksheet to program officer

INSIGHT GRANT COMMITTEE PROCESS

Three-days of meetings guided by consolidated scoring spreadsheet

Generally clear-cut decisions

- Bottom third and top third

Extensive deliberations on middle submissions

- External assessments considered but not a priority

SCOPE

Write for the generalist

- Not all committee members read your proposal

Be honest, convincing and unambiguous

- Discuss your study's importance as a conceptual gap and anchor it theoretically

Justify...justify...justify

SCOPE

Use an appropriate design and methodology

Confidently state contributions

Outline knowledge dissemination plans

Write and edit...again and again

- Seek reviews

COST

Detail the budget and justify it

- Masters: Research assistant (RA-2 level, \$22.19/h plus benefits) (2013 AU rates)
 - 60 interviews (2h each) = 120h
 - transcription (5h/transcript, 20p each) = 300h research time = 100h
 - 520h = \$11539
- Top few get research time release

TIME

Work with a long lead time

Multiple deadlines (some you can control)

- Personal deadlines
- University
- Funder

Life happens

MANY INTERPRETATIONS OF SUCCESS... DON'T GIVE UP!

1 Drafted proposal

2 Submitted proposal

3 Starter grant

4 Pilot study

5 Conference paper

6 Conference paper plus
proceedings

7 Rejected journal paper

8 Accepted journal paper


9 4A'd

10 Funded

11

12 ...

GRANT WRITING FOR GRAD FELLOWSHIPS


- Read the selection criteria and weighting carefully
 - Choose the right tri-council agency and target it in your writing (connect to their priority areas if possible)
 - Follow the presentation/writing standards
 - Don't underestimate the time it will take to set up the CCV and fill in the application
 - Draw on anyone who is willing to provide advice
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FELLOWSHIPS (CONT'D)

- A key is demonstrating that you have the capability to carry out your graduate research
 - Academic performance
 - Connect to research you've already done
 - Demonstrate a knowledge of the extant research
 - Advisors
 - Industry/Other experience



EVALUATION CRITERIA

- Vanier
 - Academic Excellence
 - Research Potential – research history, interest in discovery, proposed research and its potential contribution, benefit to Canadians and anticipated outcomes
 - Leadership (potential and demonstrated) – personal achievement, involvement in academic life, volunteer, civic engagement
 - SSHRC and Joseph Armand Bombardier
 - past academic results, as demonstrated by transcripts, awards and distinctions;
 - the program of study and its potential contribution to the advancement of knowledge;
 - relevant professional and academic experience, including research training, as demonstrated by conference presentations and scholarly publications;
 - two written evaluations from referees; and the departmental appraisal (for those registered at Canadian universities).
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RESEARCH PROPOSAL

2 pages for research proposal

- Provide a detailed description of your proposed research project, be as specific as possible.
- Provide background information (i.e. lit review)
- State the objectives, hypothesis and research question.
- Outline the experimental or theoretical approach to be taken the methods and procedures to be used
- the contribution of the project to the advancement of knowledge.
- State the significance of the proposed research to a field or fields supported by the selected federal granting agency.

5 pages for references

Use everything, don't see anything as a throw away!



QUESTIONS??