

Exciting Changes are Happening at the Office of Grants & Contracts

In an effort to better advocate for the Monmouth University Grant Community, the Office of Grants & Contracts (OGAC) has been going through some exciting changes. First, they have hired a new Grants Manager, Linda A. Rossi, GPC, who has been busy behind the scenes advocating on your behalf. The OGAC is positioning itself to start the 24/25 School Year off with a bang. We have created a new mission and vision statement and adopted the philosophy that **Improved Access + Combined Ambition = Excellence**. OGAC's new mission is to *engage, excite, and educate Monmouth University's Students, Faculty, Administration, and other Professional Staff in all things research and grant related and create a campus culture that promotes a research enterprise and generates external funding for sponsored programs*. To accomplish this mission, we will advocate on your behalf by ensuring accountability, compliance, a stewardship for research and sponsored programs as directed by the values of our campus and by all applicable Federal, State, and University policies, procedures, and regulations. It is our vision to *enhance external funding and the research profiles of every member of the Monmouth University Community and foster multi-disciplinary research projects and diverse programming that creates life changing impact to both individuals and to the broader community*.

To accomplish our new mission and vision statements we want the Monmouth University Grant Community to understand grantsmanship from conception to compliance and understand the comprehensive, collaborative aspect that grants entail. OGAC is in the process of updating our website to be more informative and user-friendly. New pages and information have been added to help facilitate the process. A Grant Needs Assessment Survey went out whose goal was to assess our grant needs and help OGAC strategically address those needs. Collaboration was and still is key. We needed you to help facilitate positive transformative change by answering those questions. Thanks to all those who participated in the grants needs assessment survey. It is greatly appreciated. We value your input. The survey results will be published in the near future.

Behind the scene's funding research has begun and Grant Email Memos and Future Funding Opportunities Bulletins are going out electronically, as well as the inaugural issue of The Grant Advocate. These electronic methods of communication were created with you in mind. If OGAC can't align with the current campus needs of the Academic Subject Areas, Campus Support Services, and MU strategically, then we aren't doing our job. We need you. We are striving to get all interested parties as much relevant information as possible, in a timely manner, so GO/NO GO Decisions can be made on whether to pursue a particular funding opportunity. Other interesting items coming up in the near future are training and mentoring opportunities. The OGAC will offer flexible training opportunities upon request. These training sessions can be general overview sessions or customized sessions for specific departments or individual Principal Investigators (PIs). Our goal is to provide the Monmouth University Grant Community with the tools necessary to maintain a high level of quality, integrity, and compliance in all areas of research and sponsored program administration. Our developing Mentoring Program will benefit both the Mentee and the Mentor, bringing both sides to a greater level of success through collegial support and advice.

We are always here to assist you. The OGAC has an open-door policy and welcomes any constructive feedback. Our staff will be happy to meet with you and provide any required assistance in identifying potential funding sources for any scientific research or sponsored programs that interests faculty or staff. Please contact Linda A. Rossi, GPC at 732-923-4592 or by email at lrossi@monmouth.edu or just drop by The Great Hall, Room 205. You are welcome anytime.



Books To Read

Recommended for an overview of grant writing and the grant writing process. They are as follows:

- Grant Writing for Dummies (6th edition) by Dr. Beverly A Browning, MPA, DBA
- Grant Writing for Educators by Beverly A. Browning
- Grant Writing Strategies for Developing Winning Government Proposals by Patrick W. Miller, Ph.D.
- Finally- Outcome Measurement Strategies Anyone Can Understand by Laurel A. Molloy, MPA
- Perfect Phrases for Writing Grant Proposals by Dr. Beverly Browning
- Professors as Writers by Robert Boice

Monmouth University & the Office of Grants & Contracts Finish Strong

The 23/24 School Year finished up strong for Monmouth University and the Office of Grants & Contracts with (33) submitted grant applications totaling \$7,409,990. (75%) of these requests were funded in the amount of \$5,580,167.20. To date (9) funding requests are still considered pending with monies expected to arrive in next school year (24/25) in the amount of \$1,829,822.80. Of course, none of this would be possible without the diligent, hard work of the following Principal Investigators: Jason Adolf, Cathy Duckett, Corey Dzenko, Megan Forney, Tom Herrington, Chris Leicht, Jeremy Lackman, Kathryn Lubniewski, Anthony MacDonald, Jen McGovern, Christopher McKittrick, Don Moliver, Joe Palazzolo, Jennifer Sanservero, Michelle Schapakow, Michelle Scott, Robert Scott, Sean Sterrett, Sumedha Therthani, John Tiedemann, Jay Wang, Chiu-Yin (Cathy) Wong, and Nicola Yip. A huge round of applause for these creative and innovative leaders in their respective fields.

These (33) projects/programs were as diverse as the funders who supported them. They are as follows:

Project Name	Funding Agency
Applying New Property Tax Assessment Solution in NJ	International Association of Assessment Officers (IAA)
Navigating Generative AI in Higher Ed	CAA Academic Alliance
Professional Services	MidAtlantic Fisheries Management Council -
Climate Change Learning Collaborative at MU	NJ Department of Energy (DOE)
Offshore Wind Farm Contributions	NJ Department of Environmental Protection (DEP) (Rutgers Subaward)
A Statewide Analysis of School Bias Related Incidents in NJ	National Institute of Justice (NIJ)
MU Startalk Chinese Program for Students	National Security Agency (NSA)
Enhanced Resilience Equity, Prediction of Mid-Atlantic Ocean	MidAtlantic Regional Association of Coastal Ocean Observing System (MARACOOS)
Visualizing Mental Health & Well in a Time of Cascading Disasters	CAA Academic Alliance
Coastal Community Resilience Specialist	New Jersey Sea Grant Consortium (NJS GC)
Summer Research Program	Pfizer
Design & Develop Online Initiative Management System (2 awards)	IEEE Systems, Man, and Cybernetics Society
USTA Collegiate Tennis Hub - Monmouth University	United States Tennis Association (USTA)
Development of a Coastal Adaptation	Office of Naval Research (OoNR)
New Jersey Coastal Consortium for Resilient Communities (3 awards)	Office of Management and Budgets (OMB)
Visualizing Mental Health and Wellness in a Time of Cascading Disasters	Innovate/Collaborate (IN/CO) Round 4 Grant Award
Activating Democracy for 20 Years: Sheryl Oring's <i>I Wish to Say</i>	Edna W. Andrade Fund Grant 2024
Research Grants on Education: Large	Spencer Foundation
National Awareness & Utility of AI Tools in Special ED	Spencer Foundation
Impact of Offshore Windmill on Property Value in NJ	NJ Realtors
Isolation of an Aptamer Selective to Glucose	Independent College Foundation of NJ
Bocce: Outdoor Pursuits of Lifelong Skills	The New Jersey Association for Health, Physical Education, Recreation, and Dance (NJ AHPERD)
Mental Health in HE: Community Provider Partnership & Professional Development Grant	NJ Office of the Secretary of HE (7/1/23)
Evaluation of Readiness to Stand Against Youth Suicide	Empower
RAMP UPPP (Bridgewater Subaward)	Bridgewater State University
MARCO CSSF Portal App	MARCO CSSF
CAA	CAA Basketball Championship Fan Engagement
Congressional Earmarks Initiative	Development, Educate, & Accelerate Entrepreneurship
MidAtlantic Fisheries Management Council	Advancing Inshore Habitat Modeling Northeast Regional Habitat
National Sea Grant Office	Ecological Resilience in the Hudson-Raritan

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Monmouth University & the Office of Grants & Contracts Finish Strong Cont.



Additional special recognitions/shout outs go to the following Principal Investigators:

- Cathy Wong and Michelle Schapakow, who were both brave enough to write their first grant proposals and were awarded funding. Cathy Wong was awarded \$137,274.00.
- Cathy Duckett & Michelle Schapakow who, as a collaboration, wrote a grant awarded for \$309,321.00.
- Tom Herrington who wrote the largest single awarded grant for \$2,327,132.00.
- In total (4) collaborations were formed at Monmouth University. They are as follows:
 - Cathy Duckett & Michelle Schapakow (see above)
 - Tom Herrington and Anthony MacDonald (awarded 2x)
 - Anthony Macdonald and Jason Adolf (award still pending).
- Multiple Grant submissions go to: Tom Herrington with (8), Anthony MacDonald with (3), and Jay Wang with (2).

We can all look at these colleagues for inspiration, guidance, and a possible mentoring match. Please remember that in the end, these awarded grants aren't just about the money they brought in. These grants represent programs that are catalysis for change, connect students to Monmouth University, create collaborative opportunities for peers to interact, and they subsidize enhanced professional development ideas.

Basic Grant Proposal Components

Always read each funder's Request for Proposal (RFP) and supplemental guidelines first to ensure you give the funder exactly what they asked for in the order they asked for it with no deviations. Follow these instructions. The following is a list of basic grant proposal components.

Abstract – also known as the Executive Summary. This is always done last and consists of an overall summary of the entire proposal. It usually consists of key statements from the other sections of the proposal. The length is usually 400-500 words, no more than (1) page. It must be succinct.

Table of Contents – is usually required for federal or state grants and should be done after the proposal package is complete.

Introduction – answers the following questions:

- Who are you?
- What is your mission and/or vision? and
- What is your specific ask (include the dollar amount)?

Organizational History – states who the grantee is and who are the employees and their qualifications. An organizational history states the following:

- When the organization started and why.
- What are the organizations major accomplishments (sometimes this is a separate section)?
- Describe your current programs, activities, and your target population.
- List all relevant collaborations (sometimes this is a separate section).
- Organizational Chart & List of Board Members – most funders ask for these (2) documents as an attachment to your proposal.

Problem Statement & Needs Assessment – the first item you must identify is why there is a problem that needs this grant funding to get fixed. How did your organization identify this problem? Define the needs both locally and from a regional and/or national level. If there is collaborating research to back up your claims, then cite it.

Program Design & Implementation – is the most important part of the proposal as it states what you are going to do, how you are going to do it, and in what time-frame (usually decided by the funder). You can mention the program's goals (non-measurable) but must include objectives that are SMART (Specific-Measurable-Attainable-Realistic-Timebound). To demonstrate your implementation of the program you must describe the tasks involved (activities), who is responsible for them, and when they are expected to be accomplished by.

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Basic Grant Proposal Components Cont.

Goals, Objectives, & Outcomes

- Goals are an overarching ideal or a broad project/program achievement.
- Objectives are what you specifically expect to achieve with this program project. They state quantitative data such as numbers and/or percents.
- Outcomes are the results of your activities or tasks and can be short or long term.

Evaluation Plan – is the accountability method for tracking the SMART objectives, recording performance measurements, and eventually reporting on said results. Different funders request different performance measures that must be included in your program design besides what you are proposing to measure. Different methods of tracking performance measurements include but are not limited to: observations, surveys, pre & posttests, short- & long-term monitoring, etc.

Sustainability – the writer must answer the question as to how they will keep the program running after grant funding is over. Having multiple funding streams available is very important, but more important is if a specific funding stream is designated exclusively to this proposed program or project in the future.

Impact & Dissemination – once you've gathered all your information from your internal program evaluations, you must decide how to disperse the outcomes of the results (impact). Your program's impact is important to your current funder but it can also have an impact on future funding. You can advertise the results locally but also include the regional or national implications.

Capabilities & Competencies – sometimes this is included in the organizational history. If this is a separate section, then the funder is interested in learning about the experience of the people who run your organization and more specifically the experience of the Principal Investigator (PI) and the people running the program. Attaching resumes, credentials, and certificates are essential here.

Budget - always follow the form or template that your funder provided. Be careful to follow the funders guidelines and only use allowable costs. Allowable costs may differ among funders.

Budget Narrative (Detailed) – in the budget narrative the grant writer must justify how and why your calculations were derived.

You would also have to explain items like your organization's fringe benefits or indirect costs.

Appendices – these vary according to funder but must be included in the order requested and often require original signatures. It is recommended to get your original signatures in the early stage of the grant writing process.

Citations - if applicable always cite research either in the footnotes or a separate reference page.

Best Grant Practices

The OGAC has provided a few tips to making grant writing proposals seem a little more manageable. They are as follows:

First & foremost, read the Notice of Funding Announcement (NOFA)/Request for Proposals (RFP)/ Guidelines Three Times!!!

- 1 – to understand the general instructions;
- 2 – to focus on the technical formatting requirements;
and
- 3 – to note the narrative content requirements.

Make sure you understand how the funder defines its terms in order to adequately meet them.

Sometimes there is a difference between a funders definition of terms and the applying organizations definition of terms.

Give yourself adequate time.

Grant proposals are complex. There are often multiple documents to read, guidelines to understand, and the proposal to write. Give yourself the time to do all of these tasks without feeling overwhelmed. Normal writing time for a federal grant is 40-100 hours and research can add another 20-40 hours, so give yourself ample time. As a general rule, it is worth setting up your own deadline to complete a draft proposal a week in advance of the actual deadline. This allows you to review and consider your submission before you are up against a timeline.

If provided, use the funder's templates.

These templates can help guide your submission focus, stay on topic, and better adhere to word counts. Always remember to write in chronological order (the same order as the funder asks for the information in its guidelines).

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Best Grant Practices Cont.

Boilerplate Sections.

It's good practice to have some standard proposal sections ready as part of your boilerplate. These sections would only change a little and would be good to go. Such sections include but are not limited to: organizational history, mission, vision, capabilities, and competencies.

Use a storytelling approach (with supporting statistics).

Make your proposal so compelling that the reader can't put down your application until they make a positive funding decision. Research shows that using word groups of (3) are effective in getting a reader to remember your point.

(Ex: engage, excite, and educate; cultivate, connect, and create; red, white, and blue)

Take advantage of online dictionaries and thesauruses to expand your command of new words and capture the grant decision maker's attention. Use power packed, descriptive words and write in short, hard-hitting sentences. Long-winded sentences almost always lose the reader.

1st Person Writing vs. 3rd Person Writing

1st person writing uses pronouns like *I, our, and my*. 3rd person writing allows you to write as if you are on the outside of an organization and grant application with a third-party perspective. 3rd person writing is more formal and straight forward.

Incorporate a case study/success story of a real client your organization has served, showing a real need of a real person. Of course, change the name or other identifying elements for confidentiality reasons.

Needs Statement

The needs statement is the foundation of your grant proposal, illustrating the problem your project aims to address. Many grant writers make the mistake of presenting a weak or unclear needs statement. To enhance this section, use data and evidence to support your claims, emphasizing the urgency and magnitude of the issue.

Research

Cite research that proves best practices for your proposed solutions and incorporate their expert language. When you find best practices of previously implemented programs similar to yours, look for the evaluation results. As the writer, know what works and what doesn't work beforehand.

Always provide clear outcomes.

Prospective funders want to know what you hope to achieve with the funding they might provide. Make certain you are clearly outlining what your intended outcomes are for the funds you are requesting. Tracking your objectives, recording performance measurements, and eventually reporting on said results/data are critical features of a solid proposal. Always remember objectives must be SMART (Specific-Measurable-Attainable-Realistic-Timebound).

Collaboration and Community Support

Grantors are often interested in projects that foster collaboration and community engagement. Clearly outline how your project will involve and benefit the community, showcasing letters of support or collaboration agreements with relevant organizations. This enhances the perceived sustainability and impact of your initiative.

Sustainability Plans

Grantors want to know that their investment will have a lasting impact. Clearly outline how you will ensure your proposed program/project's continued effectiveness beyond the grant period. This demonstrates foresight and commitment, increasing your proposal's appeal.

Align your budget and your narrative

You need to ensure that your budgeted activities align with the story you tell in your narrative. Be specific with your funding requests both in how you frame your ask and the presented budget plan for funding those actions. Avoid the following: excessive budget items/costs, padded budgets, and miscalculations. Always double check the work!

Proofreading & Review

Always use Spellcheck and/or Grammarly.

Make sure your word counts, characters with spaces, or characters without spaces are within predetermined requirements.

If you can, hire a proofreader or editor to read your writing and clean it up.

Ask a trustworthy and capable co-worker or friend. Get a 2nd or 3rd set of eyes to read the guidelines and your proposal before submission.

Grant Lifecycle

Understanding the lifecycle of a grant can be confusing, which is why we've developed a grant lifecycle approach to help faculty, staff, and students better manage their proposals and awards. The lifecycle of the grant process consists of the following:

Pre-award Phase

- Idea/Research/Program Creation
- Funding Opportunity Research, Research, & more Research on multiple levels
- Application & Programmatic Requirements Review including policies and procedures
- Grant Readiness – getting all required documents in order
- Grant Writing/Editing
- Submittal

Award Phase

- Funder awards the grant
- Award Agreement is finalized
- Research Program /Project is implemented

Post-award Phase

- Research/Program/Project is monitored
- Grant Reporting is done according to the grant requirements
- Compliance - Programmatically & Financially
- Grant Close-Out
- Sharing the results/impact



In today's grant funding market, collaboration equals competitiveness. Most funders give favorable consideration to applicants who collaborate. Finding the right partners is essential to winning government grant funding. Collaboration creates new opportunities. Partnering with another organization may open the door to funding you might not have been eligible to apply for by yourself. You can become a sub-recipient and expand your public image, market, or target population. The right collaborations can be crucial for sharing resources, expertise, decreasing expenses, and maximizing the impact of the research or initiatives being funded. Always keep this option open!

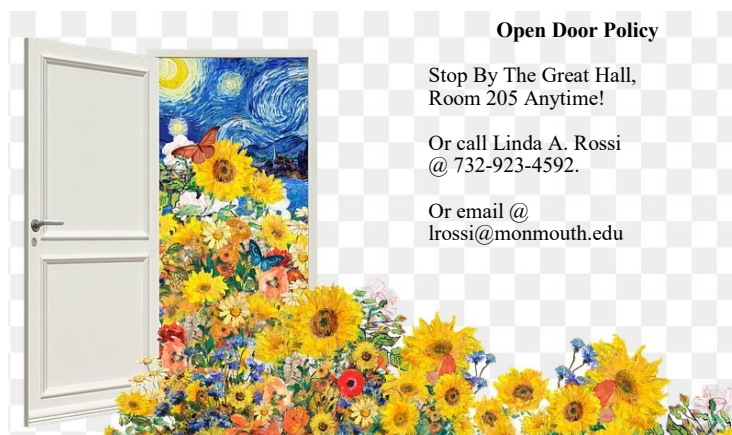


FOIA Tip

Under the Freedom of Information Act (FOIA), you can write to government funding agencies and request copies of funded grant applications and use these documents as examples/guidelines of how to write an award-winning grant application.

Visit Our New & Improved Website

@<https://www.monmouth.edu/faculty-and-staff/office-of-grants-and-contracts/>



Open Door Policy

Stop By The Great Hall,
Room 205 Anytime!

Or call Linda A. Rossi
@ 732-923-4592.

Or email @
lrossi@monmouth.edu