Community Collaborative Research Award

2010 Application Guidelines / Instructions

Overview

For a general summary of CHRP award types, eligibility, funding caps, review criteria and other information, see our Call for Applications. Below is a general summary of this award type. Proposals are limited to a specific targeted theme within the Social and Behavioral Sciences. For specific requirements pertaining to proposals in the specified areas, refer to the Call for Applications.

A. Award: Community Collaborative Research Award

B. Type of Research: HIV/AIDS prevention research collaboration between a community-based organization and an institution with an appropriate scientific investigator. For the 2010 grant cycle, proposals are limited to the targeted theme of *Practice Informed Prevention Interventions and Care Services Research* within the Social and Behavioral Sciences, as described in the Call for Applications.

C. Maximum Award: The total combined amount for this award may not exceed $350,000 total in direct costs. The community-based organization is viewed as the lead partner. If funded, each of the two collaborating partners may elect to receive funds from CHRP separately. If appropriate for the research project, other experts or institution(s) may participate through subcontract(s) from one of the two collaborating partners. Community partners will be required to submit recent audited financial statements for fiscal review, and final determination of the contracting arrangements will be determined by CHRP after administrative review.

D. Duration of Award: Maximum of three years beginning March 1, 2011.

E. Investigator Eligibility:

- Community Principal Investigator: Executive, program, or project director within an AIDS service organization/agency (ASO), or health care provider in California.
- Scientific Principal Investigator: Principal Investigator status at a non-profit research, community based or academic institution in California.
- The scientific and community principal investigators must each contribute a minimum of 1.8 person-months (15%) of effort per year or equivalent effort to the project.

F. Institutional Eligibility: Applicant institutions must be nonprofit academic or research institutions or 501(c)(3) community-based institutions in California.

G. Intent of Award: The purposes of the collaborative awards are to encourage partnerships that will address important and timely research questions, and to strengthen research infrastructure within service settings. Note that applications with substantially similar specific aims cannot knowingly be submitted for more than one funding mechanism (award type) in the same award cycle.

The community partner must be the lead organization for the purposes of the online submission. The application should demonstrate that the impetus for the research derives from the community partner; that the community partner plays a strong role in framing the research questions; and that the proposed research will answer questions of primary interest to the community partner. Applicants should demonstrate the specific contributions that each of the two collaborative partners will make to the research and the plans for developing and sustaining the community partner organization's research infrastructure.

H. Evaluation Criteria:

Reviewers will evaluate Community Collaborative Research Award applications for:

- Degree to which the proposal directly responds to the targeted theme in scope and intent (see Call for Applications for details)
- Significance and potential to advance knowledge and impact practice in HIV/AIDS
- Innovativeness of intervention or service and approach to evaluation
- Strength and feasibility of the conceptual framework, analytical plan and methodology
- Strength of the collaboration
- Strength of the partnering organization's experience and capacity to conduct the project
- Strength of investigators' and team's demonstrated experience or potential (if new investigator) to conduct the proposed research, particularly as it relates to background and professional training in program evaluation
- Potential to leverage subsequent research or service demonstration funding
- Extent of attentiveness to the HIV prevention and care needs of California

Submission and Deadlines

Before preparing and submitting an application, a Letter of Intent must be submitted online at proposalCENTRAL and approved by CHRP. Approval of the LOI provides access to the application materials and application submission web pages on proposalCENTRAL.

Both the Letter of Intent (LOI) and the Application must be submitted by the community partner.

Letters of Intent are due before noon Pacific Time (3:00 pm Eastern Time) on Thursday, July 8, 2010.

Complete applications, with the exception of the signed signature pages, are due online before 12:00 noon Pacific Time (3:00 pm Eastern Time) on Friday, September 10, 2010. After the application is submitted, an automatic verification e-mail will be sent to the applicant.

All times on the proposalCENTRAL web site are in U.S. Eastern Time. Note: Due times at proposalCENTRAL are set to official U.S. time. Computers and telephones often do not display the correct time.

There is no grace period. You will not be able to submit your application after the deadline. Do not submit hard copies of your application.

A complete online application includes entry of all required elements and uploads of all required items in PDF format at proposalCENTRAL. Applicants are responsible for converting documents to PDF format. Do not submit PDF documents with password protection or electronic signature.

Submission of signed signature pages: When the application is complete, print the signature pages from proposalCENTRAL using proposal section 12 (see below). Both the face page and an applications contact page must be submitted. It is not necessary to submit abstract or budget pages along with the signed face page and application contacts page. The face page must be signed by the principal investigator and the signing official at the lead applicant institution (community partner). The co-principal investigator and the signing official at the academic institution must sign in the "additional signature" fields. The signed document, including the application contacts, must be scanned, saved as a PDF document, and submitted to the Program Application and Review Center (PARC) by e-mail (parc@ucop.edu) by **5 p.m. on Wednesday, Sept. 22**

Alternatively, the signature pages, including the application contacts, may be printed separately at each partnering institution, signed as directed above, scanned to PDF separately, combined into a **single PDF document**, and submitted by e-mail as described above.

Applications without required signatures, with missing sections, which do not meet eligibility requirements, or which do not adhere to these instructions, including required formats (font size, margin size, and page lengths) and use of the supplied templates are subject to administrative rejection by CHRP without peer review. CHRP reserves the right to withdraw administratively applications if signed signature pages are not received by the above deadline.

Applicants who have had previous awards from CHRP, the California Breast Cancer Research Program, or the Tobacco-Related Disease Research Program must have all past due fiscal and scientific reports from such awards submitted and approved or new applications are subject to administrative rejection. Any such matters must be resolved before the submission of the new application.

Applicants will be notified of the outcome of their applications by late January or early February, 2011. The anticipated start date for funding is March 1, 2011.

Online Application System

All uploaded files must be in PDF format. For information on PDF conversion, see proposalCENTRAL FAQ and Help files. A list of web-based and software conversion utilities can be found at: http://www.neh.gov/grants/grantsgov/pdf.html

Important: Do not upload any PDF documents with password protection or electronic signatures.

Hard-copy items can be scanned to create an image file (e.g. gif or jpg) and then converted to PDF. Be sure that the scan is a high quality image.

For technical assistance with the application submission at proposalCENTRAL, a helpline is available for questions from applicants on weekdays from 5:30 a.m. to 2:00 p.m. Pacific Time. Phone: 1-800-875-2562 or email: pcsupport@altum.com

Application Instructions

Application Contents: To gain access to the application pages and materials on proposalCENTRAL, an applicant must first submit a Letter of Intent at proposalCENTRAL and the LOI must be approved by CHRP. Applications will be evaluated on the criteria listed above (Overview, Section H), so it is important to address those criteria in developing a proposal. A complete application consists of the following (maximum length in pages given where applicable):

A. Signed Signature Pages – proposalCENTRAL generates signature pages from information supplied online after the application is validated (all required items and information uploaded or entered).
B. Title Page
C. Applicant (PI 1/Lead) Information
D. Applicant Institution and Contacts

E. Co-Principal Investigator (PI 2)
F. Scientific and Lay Abstracts
G. Budget Summary (Combined)
H. Organizational Assurances
I. Narrative Section and Other Attachments:
   i. Narrative Section
      - Collaborative Project Activities and Arrangements; Capacity of Lead Applicant – 4 pages
      - Targeted Theme Responsiveness – 1 page
      - Resubmission Description (if applicable) – 2 pages
      - Research Proposal – 11 pages
      - Timeline – 1 page
      - Statistical Justification – 1 page
      - References/Literature Cited – 2 pages
   ii. Human Subjects Description
   iii. Demographics of Human Subjects
   iv. Detailed Budget and Justification (Institution 1)
   v. Detailed Budget and Justification (Institution 2)
   vi. Biographical Sketch (PI 1)
   vii. Biographical Sketch (PI 2)
   viii. Biographical Sketches, for other key personnel, including the program evaluator
   ix. Appendices – 40 pages maximum- Potential items include:
      - Draft consent forms for the use of human subjects
      - IRB approval of the project proposed here
      - Supporting manuscripts or articles
      - Letters of support or collaboration
      - Detailed Budget for subcontract(s)

Section Explanations: The following numbered explanations correspond to the numbered Proposal Sections seen in the left column of the application page at the proposalCENTRAL web site. This page appears when "Edit" is selected under the Manage Proposals tab. Sections 1, 3, 4, 5, 6, 7, 8, and 9 require online entry of information. Section 1 (Title Page) must be completed first. Section 3 allows you to designate others to have access to your application. Section 10 requires multiple uploads of PDF documents. All parts of the application can be edited before submission. After section 1, the remaining sections listed above can be completed in any order, and do not need to be completed in one session. Section 2 provides the templates and additional instructions needed to complete section 10 (the same files are also available within section 10).

1. Title Page (complete online): The project title may not exceed 60 characters and may not include quotation marks.

After entering the title, select "Save", and select "Next" to continue.

2. Templates and Additional Instructions. These are necessary to complete section 10 (see below). The same documents are also available from within section 10. You must use the templates that are provided.

3. Access Privileges. Here you can provide access to your application to other parties. You can designate that a given party have "view only" access, if desired. Providing access to collaborating partners is encouraged in order to facilitate joint preparation of the application.

4. Applicant (PI 1 – complete online): The PI representing the community organization must take the lead in completing the application on proposalCENTRAL. This individual is called the "Applicant". ProposalCENTRAL allows the applicant to enable colleagues and staff to access and modify the proposal (see previous **Access Privileges, Section 3)**.

Most of these fields populate automatically with data from the applicant's Personal Profile.

State if you have had any prior business with CHRP such as a grant applicant or a participant on our Advisory Council (f.k.a. Task Force) or any committee. If you used a different name at that time, please specify.

5. Applicant Institution and Contacts (complete online): Include key information for the applicant PI's Signing Official (Grants Officer) and Fiscal Contact. Do not use generic e-mail addresses (e.g. contractsandgrants@medfield.edu). NOTE: In contrast to LOI submission, the Institution Profile must include a Federal Tax ID Number (EIN number) for application submission.

6. Co-Principal Investigator and Contacts (complete online): Enter information for the scientific PI (PI 2) and the collaborating institution, including a signing official (Grants Officer) and a fiscal contact. The "Applicant PI" and associated key officials should not be entered here as that information was previously submitted in Sections 4 and 5 above. Enter **ONLY ONE** co-principal investigator (PI 2) and associated contacts. For other key personnel, including subcontractors or consultants, choose "other" from the drop-down menu and specify the role in the text box. Enter these individuals from both institutions here. The Program evaluator must be named in the application and included as Key Personnel. The Evaluator's scientific contributions to the evaluation approach and methodology must be specified (see the instructions for the Narrative Section below). After entering the program evaluator information, choose "other' from the drop down menu, and type "Program Evaluator" in the "Role" field. Do not use generic e-mail addresses (e.g. contractsandgrants@medfield.edu). Key Personnel are defined as individuals who contribute to the scientific development or execution of the project in a substantive, measurable way, whether or not salaries are requested. In addition to these individuals, include any other individuals who will receive salary support.

7. Scientific and Lay Abstracts (complete online): Provide a brief description of the proposed study's long term objectives and specific aims, making reference to the potential impact and/or significance to HIV/AIDS research and attentiveness to the needs of California. Describe concisely the study methods for achieving these goals, highlighting the innovative aspects of the proposed study. The scientific abstract should be directed to Program Officers and Reviewers. **The scientific abstract must contain the following sections in the order specified here: (a) Hypothesis or Research Question, (b) Specific Aims, (c) Background/Significance, (d) Approach or Methods, (e) Expected Results/Impact**. The lay abstract should be directed to community reviewers and is designed for publication and distribution to audiences who are less familiar with scientific matters. *Each abstract is limited to 4,500 characters, including spaces.*

Note: the proposalCENTRAL system does not enforce character limits; it is the responsibility of the applicant to insure that the character limit is not exceeded.

Because the abstracts are entered into text boxes, special characters such as Greek letters, superscripts, subscripts or italics are not permitted.

Keywords: Choose a minimum of three keywords that best categorize the proposed research.

Research Area: From the Research Area List (also shown below), choose the research areas that best describe the focus of your proposal (more than one area can be selected using "control click", or they can be added individually):

01 Vaccine Development
02 Antiviral Strategies/Therapeutics
03 Molecular Biology of HIV
04 Pathogenesis of HIV
05 Basic Immunology
06 Molecular Biology of OI/Malignancies
07 Pathogenesis of OI/Malignancies
08 HIV Immune Response
09 Diagnosis of HIV and AIDS-Related Diseases
10 Treatment for HIV and AIDS Related Diseases
11 Clinical Epidemiology
12 Behavioral Epidemiology
13 Precursors and Contexts of Transmission
14 Determinants of Health Care-Related Behavior
15 Prevention Interventions
16 Prevention Evaluation
17 Health Services
18 Health Policy

8. Budget Summary (complete online): Provide summary budget information for each project year for the two collaborating organizations combined. The maximum term for the project is 3 years. For a three-year award, Period 1 will be 03/01/2011 to 02/29/2012, Period 2 will be 03/01/2012 to 02/28/2013, and Period 3 will be 03/01/2013 to 02/28/2014. The total grant award is limited to $350,000 plus indirect costs. Include any equipment costs under "Supplies and Expenses". The maximum equipment expenditure is $5,000 per item, unless otherwise approved by CHRP.

University of California institutions are not eligible for indirect costs. Non-UC institutions are eligible for indirect costs up to 25% of eligible direct costs. Be sure that the amounts are the appropriate sums of those entered in the Detailed Budgets (Section 10).

9. Organizational Assurances (complete online): Indicate whether human subjects, or animal subjects are to be involved in the proposed research. This information is required for all applications, *whether or not* the proposed research involves such subjects.

Documentation of Institutional Review Board (IRB) approval is not required at the time of submission. Please begin your assurance process as soon as possible. The project must be submitted to the appropriate IRB(s) before or within 21 days of notification that an award has been made. CHRP may request copies of an IRB or IACUC application, or may request verification of IRB or IACUC approval. If all reasonable efforts are not made to obtain IRB approval(s) in a timely fashion, funds may be reallocated to other potential grantees' proposed research projects.

10. Narrative Section and Other Attachments. This section requires multiple PDF uploads as outlined below. The required items can be uploaded in any order, and do not need to be uploaded in a single session. For each template that is provided, you must fill out the document header. You must use the templates that are provided. *The minimum font size is 11 point, (8 point for figures and graphics). The minimum margin size is 1/2 inch. There is no required font style, but Times New Roman or Arial are recommended.*

Narrative Section (template provided – upload single PDF): This section includes:

- Collaborative Project Activities and Arrangements; Capacity of Lead Applicant – 4 pages
- Targeted Theme Responsiveness – 1 page
- Resubmission Description (if applicable) – 2 pages
- Research Proposal – 11 pages
- Timeline – 1 page
- Statistical Justification – 1 page
- References/Literature Cited – 2 pages

Combine all sub-sections, in the above order, into a single file with each sub-section starting on a new page. Page formats and limitations for each section must be strictly observed. Number the pages (bottom center) starting from 1.

Collaborative Project Activities and Arrangements; Capacity of Community Organization: Provide a narrative that describes collaborative activities and arrangements planned for the research project. Describe the salient features of the setting or context in which the research project will be undertaken and how these features may have an impact on the research process and outcomes. Include a description of the PIs' experience with community collaboration and research and the capacity of the two organizations to carry out such research. Provide evidence of the capacity of the Community Partner to serve as the lead institution, including the capacity to administer the award. For proposals in the Social and Behavioral Sciences field area, the Program evaluator must be named in the application and included as Key Personnel. The Evaluator's scientific contributions to the evaluation approach and methodology must be specified. Briefly describe proposed subcontracts, if any, including the purpose and scope, name of investigator and organization, and which of the two collaborating institutions will administer the subcontract. *Limit to 4 pages.*

Targeted Theme Responsiveness. For the targeted theme *Practice Informed Prevention Interventions and Care Services Research*, provide a clear explanation of how and to what extent the proposed research will have an impact in this targeted theme area, including potential applications and furthering our understanding of this topic area as defined in the Call for Applications. *Limit to 1 page.*

Resubmission Description (if applicable): For revised applications, describe significant changes to the proposal. Use two sections: *Responses to Critiques*, and *Other Changes*, if applicable. *Limit to 2 pages.*

Research Proposal: Provide a clear and concise description of the proposed research. Specify the research problem, objectives and specific aims. Explain the supporting rationale for the study in the context of the current literature and unpublished findings, if applicable. Describe how it involves unexplored and new areas of knowledge in HIV/AIDS and the potential impact of the work. Provide details of the research design and methods. Include an explanation of how the research may lead to an expanded research effort in the future, including specific grant mechanisms and funding agencies. Specify how the study is attentive to the needs of the State of California. *Limit to 11 pages.*

Timeline: Provide a thorough, detailed timeline for the proposed research including specific milestones and deliverables. *Limit to 1 page.*

Statistical Justification: Provide a narrative that justifies the size and composition of the sample in relation to the proposed design and analysis*. Limit to 1 page*.

References/Literature Cited: Include complete titles for each citation. *Limit to 2 pages.*

Human Subjects Description (template provided – upload PDF):

1. Detailed description of the involvement of human subjects in the project.
2. Identify the sources of research material specimens, records, or data.
3. Characteristics of the subject population, especially underserved or under-researched groups (Enter numbers in demographics table downloaded from proposalCENTRAL).
4. Describe the plans for recruiting subjects and documenting consent.
5. Describe any potential risks–physical, psychological, social, legal, or other.
6. Describe the procedures for protecting against, or minimizing, any potential risks.
7. Discuss why the risks are reasonable relative to the anticipated benefits.

Demographics of Human Subjects (template provided – upload PDF): If applicable, complete the template provided with the appropriate numerical data. Complete the "Planned" columns only; the same table will be used to report accrual if an award is made.

Detailed Budgets and Justifications (template provided – upload PDFs): Complete a detailed budget and justification separately for each of the two collaborating institutions covering the entire award period. Use whole dollar amounts.

Item 1, Personnel: Enter total personnel costs for each grant period. To calculate personnel costs, use the tables at the bottom of the page. List all key personnel for the appropriate institution as in Proposal Section 6, or PI 1 entered in Proposal Section 4, if applicable, whether or not salary and benefits are requested. Do not list subcontractors here. Additional rows can be added to the tables, if necessary. Each of the two Co-Principal Investigators must allocate a minimum of 1.8 person-months effort (15%) for a 12 month appointment or equivalent effort. Award funds may not be used to increase or supplement total approved compensation beyond 100% full-time equivalent.

The salary requested should not exceed that commensurate with effort and the annual salary. CHRP accepts effort without pay.

CHRP has adopted the NIH policy of reporting effort in person-months. Enter the appropriate person-months under "Effort in Person-Months". To convert percent effort into person-months, use the following resources:
http://grants.nih.gov/grants/policy/person_months_faqs.htm and
http://grants.nih.gov/grants/policy/person_months_conversion_chart.xls

Item 2, Consultant/Contractual Costs: Enter direct costs and explain in the Budget Justification. Do not include any indirect costs here. Provide amounts for subcategories in the Budget Justification, if applicable. If indirect costs are requested for a non-U.C. institution issuing a subcontract, or for a non-U.C. institution receiving a subcontract, follow the rules on the detailed budget form. Include subcontract personnel costs here, and clarify in the budget justification including names and affiliations of key subcontract personnel. Do not include subcontract personnel costs in the key personnel tables.

Item 3, *Supplies and Expenses:* Provide the total cost of supplies and expenses, including equipment. Equipment is defined as non-expendable, tangible property that is free standing and has a normal life expectancy of one year or more. Special permission must be obtained from CHRP to purchase equipment that costs more than $5,000 per item. The cost of equipment purchases of $5,000 or more per item must be subtracted from the direct costs before calculating indirect costs for non-U.C. institutions (see item 6 below).

Items 4a and b, Project-Related Travel and Scientific Meetings: Elaborate on each item in the Budget Justification. Describe the nature and purpose of project-related travel, and provide specific meeting information for scientific travel. For scientific meetings, $2,000/year is the maximum total.

Item 6, Indirect Costs: University of California institutions are not eligible for indirect costs. Non-UC institutions are eligible for indirect costs up to 25% of total eligible direct costs, or at the rate established for the institution through a U.S. Department of Health and Human Services (DHHS) negotiated indirect cost rate agreement (or other similarly established rate), whichever is lower. Indirect costs should be calculated at the lower rate and shown on the budget. All direct costs at non-U.C. institutions are eligible, except for equipment purchases more than $5,000 per item. The cost of equipment purchases more than $5,000 per item must be subtracted from the direct costs before calculating indirect costs for non-U.C. institutions. Prior approval from CHRP must be obtained for equipment purchases of more than $5,000 per item. If indirect costs are requested for a non-U.C. subcontracting organization, or by a non-U.C. institution issuing a subcontract, follow the rules on the Detailed Budget and Justification form.Documentation of an institution's DHHS indirect rate agreement or alternate rate agreement must be submitted upon request if an award is offered to a non-U.C. institution, or if a subcontract to a non-U.C. institution is proposed.

On the included pages, provide a narrative justification of the amounts requested in each category. Limit the justification to 3 pages.

Biographical Sketches (template provided – upload PDFs): Include Biographical Sketches for each of the two Principal Investigators and the Key Personnel. Include other support, indicating the direct cost amounts for each funded project, where applicable. List current and pending research and non-research activities, including paid faculty, clinical, or administrative appointments. Specify possible overlap and the proposed resolution. Limit each biosketch to 6 pages. For calculating effort in person-months, see the links provided above in the instructions for "Detailed Budgets and Justifications".

Appendices (upload PDF files): Items may include: data collection instruments or draft consent forms, letters of commitment from consultants and/or collaborators, IRB approvals for the project proposed in this application, no more than two reprints or manuscripts, and detailed budgets for subcontracts. While the applicant may submit multiple files, limit the appendix section to 40 pages total.**11. Validate.** The web site will run an automatic checklist for all required items including the uploads listed as required in Section 10. Any missing required items will be listed, and if there are no missing required items you will be invited to proceed.

12. Print Face Page(s) When Application Complete. This procedure generates signature pages (including application contacts) and allows the application to be combined into one PDF document. Click on "Print Signature Pages". This generates a PDF file with the signature page, the applications contacts page, abstracts, and budget. It is only necessary to submit the signed signature page and the application contacts page to CHRP. For instructions on the submission of the signature pages, see "Submission and Deadlines" on page 2 of these instructions.

13. Submit. You must submit before 12:00 noon Pacific Time (3 p.m. Eastern Time) on September 10, 2010. Submit the signed signature pages according to the "Submission and Deadlines" section of this document.

Pre-Award Requirements

Human Subjects: Approvals for human research subjects are not required at the time of application. If an award is offered by CHRP, you must obtain such approvals before initiating work with human subjects, and must submit documentation of IRB approval if such documentation is requested by CHRP. Applicants are encouraged to apply to the appropriate board as soon as possible in order to expedite funding, and you must do so before or within 21 days of notification that an award has been offered. CHRP may request a copy of the IRB application. If all reasonable efforts are not made to obtain appropriate approvals in a timely fashion, funds may be reallocated to other potential grantees' proposed research projects.

Other Requirements:

Upon request, awardees must supply the following information or documents:

1. Verification of Principal Investigator status from an appropriate institutional official.

2. Documentation of 501(c)(3) non-profit organization status, if applicable.

3. Documentation of the DHHS-negotiated (or equivalent) indirect cost rate for non-U.C. institutions.

4. For community organizations, evidence of capacity to administer the award.

5. Detailed budgets and justifications for any subcontract(s).

8. Resolution of any scientific overlap issues with other grants or pending applications.

9. Resolution of any study section recommendations.

Contact Information

Technical Support for proposalCENTRAL

800-875-2562, weekdays from 5:30 a.m. to 2:00 p.m. Pacific Time

pcsupport@altum.com

Grant Application Guidelines and Instructions

Program Application and Review Center (PARC)
(510) 987-9386
parc@ucop.edu.

Scientific/Research Inquiries

All applicants are encouraged to contact the appropriate CHRP program officer before submitting an application for any grant mechanism. Contact with the program officers provides feedback that applicants can take advantage of and use in the drafting of their proposals.

Social and Behavioral Sciences
Bart Aoki, PhD
510/987-9537
bart.aoki@ucop.edu

Developing Grant Proposals

The following information sources are provided for potential applicants who have little or no experience in developing and writing grant proposals. While CHRP application requirements are less formal than those employed by NIH or other federal science agencies, the applicant may find that these websites offer useful information about proposal development:

- How to Write a Research Project Grant Application
- Quick Guide for Grant Applications
- How to Write a Grant Application
- *Strategies for Getting Your First NIH Grant Funded* [PDF]
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Applicants may also glean useful advice from the following sources:

- *An Evidence-Based Guide to Writing Grant Proposals for Clinical Research* [PDF]
- Hints on Preparing Research Proposals
- The Art of Grantsmanship
- Guide for Writing a Funding Proposal