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P/U Grants Stink!

How to Make the Submission of a Multi-Component Programmatic/Cooperative Grant More Manageable



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Financial Disclosures

Presenters have no financial interests or relationships to disclose that are pertinent to this presentation.



Session Description

- The purpose of this session is to share strategies on managing multi-component programmatic and/or cooperative grants for successful submission.
 - Due to moving parts including multiple principal investigators (MPIs), multiple cores, multiple projects, and multiple subawards – all with their own budgets and required documentation, how can a research administrator keep track of all of these while working with institutional sponsored programs office to ensure a timely and organized submission?



Learning Objectives

- Organize and condense NIH Notice of Funding Opportunity (NOFO), Application Instructions, and other resources into one master document for reference
- Learn the requirements for Awaiting Receipt of Applications (ARAs) for Large Budget Grant Applications and NIH Minimum Effort for PD/PI and Core/Project Leaders
- Implement tools to manage a large team of investigators, collaborating institutions, and research administrators to keep everyone on track, including developing tools for organizational management of the P or U grant submission
- Address potential complications and how to avoid/resolve them in an efficient manner



Defining Programmatic (P) and Cooperative (U) Grants



Programmatic/Cooperative Grants

NIH P&U grants are special mechanisms supporting infrastructure and shared resources to facilitate biomedical research.

- **P Series Grants:** Program Project Grants funding broadly based multidisciplinary research programs. Supports multiple, interrelated research projects contributing to the overall program theme. Intended to foster a collaborative environment between investigators from various disciplines working together to advance the field.
- **U Series Grants:** Cooperative Agreements with substantial programmatic involvement by NIH staff during the performance of the activities. Supports large-scale research activities.



Examples of P and U Series

P Series

P01	Research Program Project Grant
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P20	Exploratory Grants
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P30	Center Core Grants
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P50	Specialized Center
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U Series

U01	Research Project Cooperative Agreements
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U19	Research Program Cooperative Agreements
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U54	Specialized Center Cooperative Agreements
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Distinct Characteristics

- **P Series**

- Collaborative Focus
- Interdisciplinary Approach
- Core Facilities
- Long-Term Funding
- SPOREs

- **U Series**

- Collaborative and Partnership Focus
- Translational Research
- Guidance and Oversight
- Milestone-Driven



Common Characteristics

- **Significant Funding**
- **Multiple Investigators**
- **Shared Resources (Cores)**
- **Administrative Structure**
- **Review and Evaluation**



Organization of Instructions and NOFOs



Understanding The Instructions

By systematically approaching NIH grant instructions with attention to detail and utilizing available resources, you can enhance your understanding and effectively organize your grant application for success

Read the NOFO Thoroughly	Pay Attention to Review Criteria	Review & Revise
Understand Application Components	Use Support Resources	Stay Updated
Follow Formatting & Submission Guidelines	Organize Your Approach	Seek Clarification



Read All The Instructions

- Notice of Funding Opportunity (NOFO) takes precedence
- NIH Multi-Project Instructions Forms H or I (after 01/25/25)
- Notices on NIH Minimum Effort
- NIH Page Limits
- Awaiting Receipt of Applications (ARAs) for Large Budget Grant Applications

FORMS VERSION H SERIES
Released: August 5th, 2023



MULTI - PROJECT INSTRUCTIONS FOR NIH AND OTHER PHS AGENCIES

SF424 (R&R) APPLICATION PACKAGES

Guidance developed and maintained by NIH for preparing and submitting applications via [Grants.gov](https://grants.gov) to NIH and other PHS agencies using the SF424 (R&R)



NIH Multi-Project Instructions

Multi-Project Instructions for NIH and Other PHS Agencies - Forms Version H Series

M.130 - Program Overview

Quick Links

[Multi-project Applications \("M" Series\)](#)

Multi-project Applications ("M" Series)

A multi-project application is a single submission with multiple, interrelated components that share a common focus or objective.

A component is a distinct, reviewable part of a multi-project application for which there is a business need to gather detailed information as defined in a particular funding opportunity announcement (FOA). Components typically include general information (component organization, project period, project title, etc.), information about performance sites, information about proposed work to be accomplished, and a budget.

▶ Additional Instructions for Multi-project:

Additional multi-project instructions will be denoted by a gray call-out box with red color coding and with the heading "Additional Instructions for Multi-project" throughout these application instructions.

Although multi-project applications use the same forms used for single-project applications, there are some differences in the way multi-project applications are structured. Every multi-project application includes:

- **A Single Overall Component:** The Overall Component describes the entire application and provides an overview of how each of the other components fit together.
- **One or more Other Component Types:** Other Component types (e.g., Admin Core, Project Core) will vary by opportunity and will be specified in the FOA.
- **Summaries:** Information is automatically compiled from the data provided by the applicant in the individual components and included as part of the Overall Component in the agency-assembled application to help reviewers and staff work with the application. The following summaries are generated:
 - Component
 - Performance Sites
 - Human Subjects - Clinical Trials - Vertebrate Animals- hESC
 - Human Embryonic Stem Cell Lines
 - Budget
 - Program Income
 - Senior/Key Personnel
 - Biosketches

- NIH currently on Forms H
- Forms I for deadlines after 01/25/25
- Look for these red boxes for specific details

▶ Additional Instructions for Multi-project:

Additional multi-project instructions will be denoted by a gray call-out box with red color coding and with the heading "Additional Instructions for Multi-project" throughout these application instructions.

R&R Budget

With multi-components, you can have a collaborating institution leading a program or core!

OMB Number: 4040-0001
Expiration Date: 12/31/2022

RESEARCH & RELATED BUDGET - Budget Period 1

ORGANIZATIONAL DUNS: Enter name of Organization:

Budget Type: Project Subaward/Consortium Budget Period: 1 Start Date: End Date:

A. Senior/Key Person

Prefix	First	Middle	Last	Suffix	Base Salary (\$)	Cal.	Months Acad.	Sum.	Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)
Project Role: <input type="text"/>											

Additional Senior Key Persons: Total Funds requested for all Senior Key Persons in the attached file

Total Senior/Key Person

B. Other Personnel

Number of Personnel	Project Role	Months			Requested Salary (\$)	Fringe Benefits (\$)	Funds Requested (\$)	
		Cal.	Acad.	Sum.				
<input type="text"/>	Post Doctoral Associates	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Graduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Undergraduate Students	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	Secretarial/Clerical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/> Total Number Other Personnel							Total Other Personnel	<input type="text"/>
							Total Salary, Wages and Fringe Benefits (A+B)	<input type="text"/>



General Effort Guideline of Ranges

- P01: 5-20%
- P30: 20-50%
- P50: 20-50%
- U01: 10-15%
- U19: Minimum of 20%
- U54: 10-20%



Specific Example: NOT-CA-21-096

Mechanism	Role	Minimum Level of Effort in person months/year (%)
P01	Single PI	1.2 calendar months (10%)
	Multiple PI	0.96 calendar months (8%) each
	Project Lead	1.8 calendar months (15%)
	Multi-Project Lead	1.2 calendar months (10%) each
	Core Lead	0.6 calendar months (5%)
U01	Single PI	1.8 calendar months (15%)
	Multiple PI	1.2 calendar months (10%) each



NIH Page Limits

Notice of
Funding
Opportunity
(NOFO)
instructions
ALWAYS
supersede
these
instructions.

For R01, R03, R21, S10, U01, and all other Applications

If no page limit is listed in the table below, in Section IV of the NOFO under Page Limitations, or in a related notice, you can assume the attachment does not have a limit.

Note: Not all application form sets include all the attachments listed below. For example, the S10 does not include the PHS Research Plan form so the Introduction, Specific Aims, and Research Strategy attachment page limits do not apply.

Section of Application	Activity Codes	Page Limits* (Unless the funding opportunity specifies a different limit)
Project Summary/Abstract	For all Activity Codes	30 lines of text
Project Narrative	For all Activity Codes excluding C06,U06 and G20.	three sentences
Introduction to Resubmission and Revision Applications	For all Activity Codes (including each applicable component of a multi-component application)	1
Specific Aims	For all Activity Codes that use an application form with the Specific Aims section (including each component of a multi-component application)	1
Research Strategy	For Activity Code DP1	5
	For Activity Codes R03, R13, U13, R13, R16, R21, R35, R36, R41, R43, SC2, SC3, X01 ¹ , X02 ¹ , R50, UT1	6
	¹ X01 and X02 opportunities can be either 6 or 12 pages. Review the NOFO for details.	
	² R21 page limit may be different when combined with other activity codes. For example, R21/R33.	
	For Activity Code DP2	10
Commercialization Plan	For Activity Codes DP3, DP5, G08, G11, G13, RC2, RC4, RF1, R01,R15, R18, R21/R33, R24, R28, R33, R34, R42, R44, R61, R61/R33, RL1, SB1, SC1, SI2, UB1, UC2, UH2,UH3, UG1, UC4, UF1, UG3/UH3, UH2/UH3, U01, U18, U24, U2C, U34, U42, U44, UT2, X01 ¹ , X02 ¹	12
	¹ X01 and X02 opportunities can be either 6 or 12 pages. Review the NOFO for details.	
	For all other Activity Codes	Follow NOFO instructions
Biographical Sketch	For all Activity Codes (including DP1 and DP2 which previously had special page limits)	5



Awaiting Receipt of Applications (ARAs)

Requirements Include:

1. Letter requesting approval to submit with subtotal direct costs exceeding 500K in any year
2. Draft budget pages with justification (*Minor changes allowed up to the submission of the grant*)
3. Abstract, specific aims, and study timeline in Microsoft Word format
4. Resubmission grants require responses to the more significant reviewer concerns
5. Data sharing plan

Deadline is 6-8 weeks prior to anticipated receipt date (due date of application at the latest)



Importance of Communication

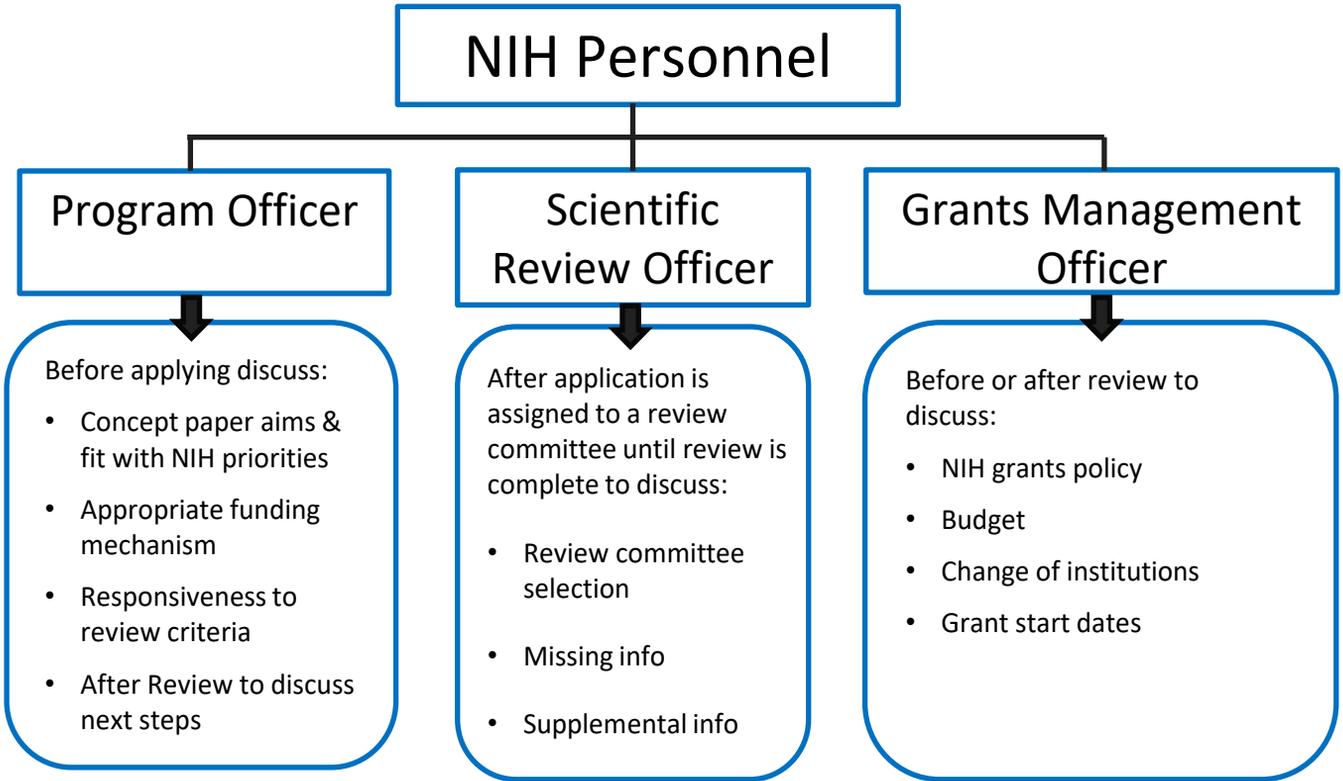


All Parties Related to Submission

- MPIs
- Project Leaders
- Core Leaders
- Research Administration Team
- Authorized Signing Official (AOR)
- NIH Program Officer (PO), Scientific Research Officer (SRO), Grants Management Specialist (GMS)
- Collaborating institutions (faculty, staff, & AOR)



NIH Contacts





Management of Large Teams

Managing a large team effectively requires a combination of leadership skills, organizational capabilities, and strategic thinking

Clear Communication	Provide Support and Resources	Encourage Continuous Improvement
Delegate Wisely	Monitor Progress and Performance	Adaptability and Flexibility
Set Goals and Prioritize	Promote Accountability	Celebrate Successes
Develop Team Culture	Manage Conflict Effectively	Seek Feedback and Learn



Effective Communication Channels

- Establish clear communication channels for sharing information, updates, and decisions
- Use a combination of meetings, emails, collaboration tools, and regular updates to keep everyone informed
- Frequent emails
- Frequent meetings (in-person, zoom, teams, etc.)
- Frequent follow-ups
- Ensure all parties are in the loop and are aware of internal deadlines



Communication Tools

Zoom
Teams
Doodle





Implementing Tools for Success



Timelines, Assignments, Deadlines

- Implement Structured Processes and Workflows
- Develop standardized processes and workflows to streamline operations and ensure consistency.
- Document procedures and guidelines to facilitate smooth operations, especially in cross-functional teams.
- Organization and summation of all instructions and who is responsible for which with due dates
- Create checklists for Biosketches (KPs, IAB, EAB), LOS, FCOI training, COI Disclosures,
- Outlook reminders, flag emails for follow-ups
- Use tools such as Gantt charts and Microsoft Excel



Management Techniques



- Weekly status update meetings (on zoom or teams)
- Send Doodle polls to ensure all team members will be present
- Update timeline frequently that team members can have access to and view (but not edit)
- Designate specific responsibilities/assignments to individuals for accountability
- Adhere to deadlines
- Adapt when deadlines aren't met

Document Name	Instruction Page Number	T32 Specific Instruction	Page Limitation	Notes	Responsible Party	Status	Date of Final Version Received
11 Cover Letter					Cathy	Done	9/20/2023
12 Performance Site	SF424			NCCC and Viterbi	Cathy/Jenny	Done	9/20/2023
13 Key Personnel	Form H page 51, 58	When submitting an application involving multiple PD/Pis, list the "Contact" PD/PI in this field. List all additional PD/Pis in the Senior/Key Person section(s) below. Do not include proposed mentors and training faculty members (except in the rare cases where they are also senior/key persons). Biographical sketches for mentors and other participating faculty will be included in the "Participating Faculty Biosketches" attachment of the T.420 - PHS 398 Research Training Program Plan Form.		Ito and Wang (Biosketches)	Cathy/Jenny/Emily	Done- Jenny will upload bios to application	9/14/2023
14 Other Project Information	SF424	The PHS Human Subjects and Clinical Trials Information form is not applicable and will not be available to you.		YES Vertebrate Animals (indicate mentors have IACUC approvals) and YES Human Subjects. YES embryonic stem cells - need to identify the cell line. NO Fetal Tissues.	Cathy/Jenny/Emily	Done	9/21/2023
15 Project Summary/Abstract	RFA / Form H	In the abstract, provide an overview of the program. Include the objectives, rationale, and design of the research training program. Highlight key activities in the training plan that promote skills development and successful transitions into careers in the biomedical research workforce. Indicate the planned duration of appointments, the projected number of trainees, including their levels (i.e., predoctoral, postdoctoral, short-term), and intended trainee outcomes. In addition to the content described above, also summarize the objectives, rationale and design of the research training program. Provide information regarding the research areas and scientific disciplines encompassed by the program. Include a brief description of the level(s) (i.e., undergraduate, predoctoral, postdoctoral),					

Create a working checklist of the instructions:

Summarize the key points	Add a section for notes
Reference page of source	List responsible parties
Provide links to the source	Provide status updates
Include page limits	Outline due dates

Organizing The Instructions



Gantt Chart – To Establish Project Milestones

Personnel	Component(s)	Total Effort In Yr 1	Biosketch (Receipt Date)	Biosketch Format (Complete Date)	COI Disclose (Expiration Date)	FCOI Training (Expiration Date)
i	Admin, P1	25%			6/6/2023	7/31/2026
ger	Admin, P1, P2, DSMC	25%			6/5/2023	7/31/2024
to	P1	15%			8/9/2023	7/31/2024
	P1, DSMC	10%			7/25/2023	7/31/2024
linkas	P1, P2, P3, DSMC	20%	3/26/2023		7/3/2023	7/31/2024
zconde	P2, P3, COE	20%			6/5/2023	7/31/2024
	P2	15%			10/24/2023	7/31/2024
Gotsis	P2	5%			9/19/2023	7/31/2024
	P2, DSMC	10%			7/25/2023	7/31/2024
urn	P3	15%			11/14/2023	7/31/2024
Magid	P3	5%				
	DSMC	10%			7/11/2023	7/31/2024
ell	DSMC	5%	3/30/2023		11/14/2023	
	COE	10%			7/25/2023	7/31/2026

Tracking Required Disclosures, Biosketches, and Letters of Support

Institutions have their own COI disclosures and FCOI training requirements. These can be tracked with biosketch collection and formatting for all key personnel, along with LOS requests.*

Component (listed in NCI chosen order)	Author	Request Docs from Author	Draft Due from Author	Review Group 1			Review Group 2			Director (2nd Time) Due Date	Director (2nd Time) Due Date	Draft Due from Author (if needed)		
				RA (1st Time) Start Date	RA (1st Time) Due Date	Director (1st Time) Start Date	Director (1st Time) Due Date	CAOPRA (2nd Time) Start Date	CAOPRA (2nd Time) Due Date				Director (2nd Time) Start Date	Director (2nd Time) Due Date
Director's Overview/Essential Character	C. Loetscher	7/1/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/19/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/9/2022	9/16/2022	
Administrative Core	C. Loetscher	7/1/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/19/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/9/2022	9/16/2022	
Community Outreach & Engagement	L. Baezconde-Garbanati	7/12/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/19/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/9/2022	9/16/2022	
Leadership, Planning & Evaluation	C. Loetscher	7/1/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Developmental Funds	C. Loetscher, P. Goldberger	7/1/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Shared Resource Management	J. Weimels, P. Goldberger	7/12/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Clinical Protocol & Data Management	A. El-Khoussy, Z. Ashai	7/12/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Protocol Review & Monitoring System	S. Jabali, Z. Ashai	7/12/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Cancer Research Training and Education	Y. DeClerck	7/12/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Cancer Epidemiology Program	C. Halman, V.V. Setiawan	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Cancer Control Research Program	M. Cookburn, J. Unger	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Translational & Clinical Sciences Prog	F. Ito, H.J. Lenz	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Genomic & Epigenomic Regulation Program	Y. Dou, S. Ebdour	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Tumor Microenvironment Program	M. Kast	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Flow Cytometry & Immune Monitoring	M. Kast, P. Goldberger	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Molecular Genomics Core	D. Cirila, P. Goldberger	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Liquid Biopsy Core	A. Goldcorp, P. Goldberger	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Translational Pathology Core	W.D. Wallace, P. Goldberger	7/8/2022	8/12/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Data Science Core	M. Li, D. Birtwell	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Population Research Core	M. Cookburn, P. Goldberger	7/8/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Supplements (Aqmg)	M. Stern	7/23/2022	8/12/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Supplements (Non-CHE)	L. Baezconde-Garbanati	7/23/2022	8/12/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Budget	P. Goldberger, J. Luo, C. Le	7/1/2022	8/5/2022	8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/31/2022	8/31/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Budget Justification (Need Budget Fix)	C. Le	7/1/2022		8/5/2022	8/12/2022	8/12/2022	8/12/2022	8/19/2022	8/31/2022	8/31/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
CHLA Subaward Package (Need Budget)	C. Le	7/1/2022							8/31/2022	8/31/2022	9/2/2022			9/16/2022
Effort Reporting / Labor Distribution	J. Luo, C. Le (CHLA)	7/1/2022							8/31/2022	8/31/2022	9/2/2022			9/16/2022
Data Table 1 (A, B, C)	C. Le, C. Martinez	7/1/2022			8/5/2022	8/12/2022	8/12/2022	8/19/2022						9/16/2022
Data Table 2 (A, B)	C. Le	7/1/2022			8/5/2022	8/12/2022	8/12/2022	8/19/2022						9/16/2022
Data Table 3	Z. Ashai, S. Gupta, A. Faruki	7/1/2022			8/5/2022	8/12/2022	8/12/2022	8/19/2022						9/16/2022
Data Table 4	Z. Ashai, S. Gupta, A. Faruki	7/1/2022			8/5/2022	8/12/2022	8/12/2022	8/19/2022						9/16/2022
Data Safety & Monitoring Plan	Z. Ashai	7/1/2022			8/5/2022	8/12/2022	8/12/2022	8/19/2022	8/26/2022	8/26/2022	9/2/2022	9/2/2022	9/9/2022	9/16/2022
Publications	C. Le, C. Martinez	7/1/2022							8/26/2022	8/26/2022	9/2/2022			9/16/2022
PMCID Compliance	C. Martinez	7/1/2022							8/26/2022	8/26/2022	9/2/2022			9/16/2022
Biosketches	C. Martinez	7/1/2022							8/26/2022	8/26/2022	9/2/2022			9/16/2022
Other Support Documentation	C. Martinez	7/1/2022							8/26/2022	8/26/2022	9/2/2022			9/16/2022
FOCI Disclosure and COI Training Com	C. Martinez	7/1/2022												9/16/2022
KC Proposal	C. Le	9/1/2022												9/16/2022
Entry into eRA Commons & Email Data	C. Le	9/1/2022												9/16/2022

Review and Revision

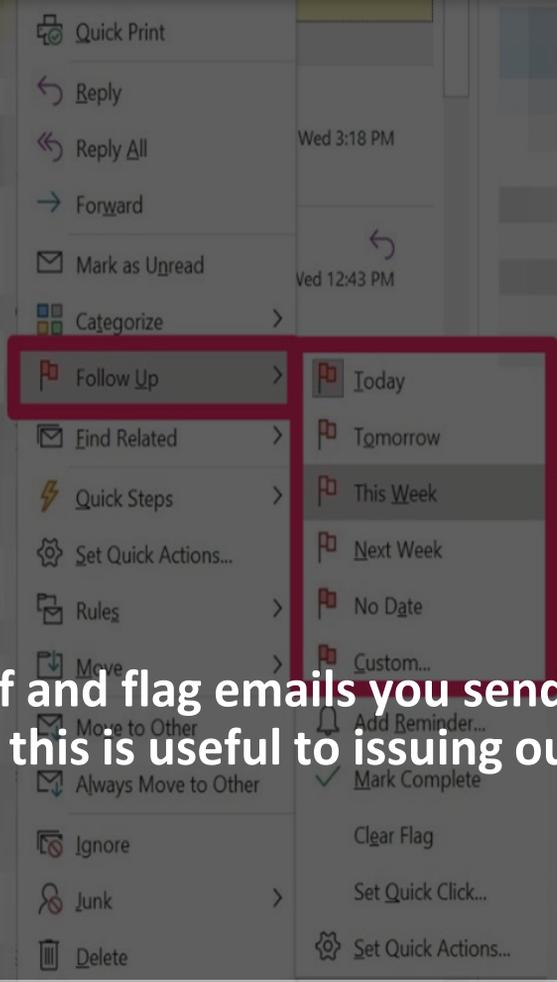
Build in ample time for reviewing each component of the grant proposal, as well as for revisions based on feedback from collaborators or reviewers. Rushing through this process can lead to errors and oversights.



Outlook Email



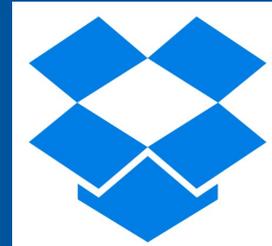
Use outlook, blind copy yourself and flag emails you send. Not everyone will respond, and this is useful to issuing out follow-up communications.





Shared Drives for Information

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Anticipating Pitfalls & Mitigating Risks



Anticipate Pitfalls & Mitigate Risks

Addressing pitfalls requires careful planning, effective communication, robust management practices, and continuous monitoring and evaluation throughout the project lifecycle.



Anticipate Pitfalls & Mitigate Risks

1. **Coordination and Communication:** Miscommunication can lead to misunderstandings, delays, and conflicts.
2. **Resource Allocation:** Inequitable or inefficient distribution can result in resource shortages for some programs and surplus for others.
3. **Budget Management:** Unexpected costs in one program can impact the overall budget, leading to shortfalls.
4. **Timeline Synchronization:** Delays in one program can cascade and affect the entire project's schedule, leading to missed deadlines.



Anticipate Pitfalls & Mitigate Risks

5. **Regulatory and Compliance Issues:** Different programs might have different reporting requirements, funding stipulations, and other compliance-related criteria.
6. **Data Integration and Sharing:** Inconsistent data formats and standards can also complicate integration efforts.
7. **Evaluation and Measurement:** Ensuring that metrics and outcomes are comparable across programs is crucial for a comprehensive evaluation.
8. **Leadership and Governance:** Without defined roles and responsibilities, decision-making can become fragmented and ineffective.



Anticipate Pitfalls & Mitigate Risks

9. **Stakeholder Management:** Conflicting priorities may arise, requiring careful negotiation and management.
10. **Sustainability and Scalability:** Programs may have different levels of maturity and scalability potential, affecting the overall project's long-term impact.
11. **Risk Management:** Unforeseen issues in one program can jeopardize the entire project.
12. **Documentation and Reporting:** Maintaining thorough and consistent documentation and reporting for each program, as well as for the overall project, is essential but can be time-consuming and prone to errors.



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