



Building a Grants Culture: Advice to Campus Leaders

Mary Licklider, PhD, Director
Office of Grant Writing and Publications
University of Missouri



Shifting Paradigms

The Past

Now

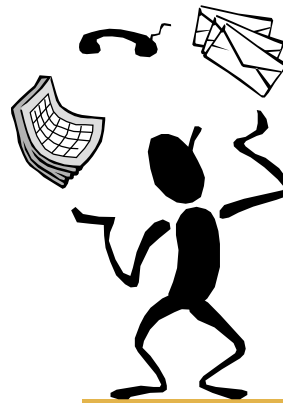
Individualistic → Team
Hierarchical → Collaborative
Disciplinary “silos” → Interdisciplinary networks





Collateral Changes

- Complex management
- Larger projects
- Leadership skills

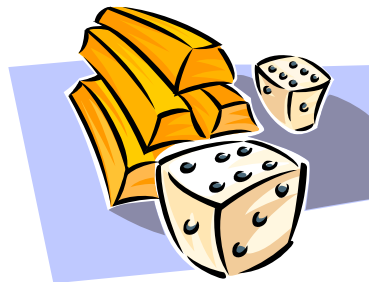


GRANT WRITER NETWORK



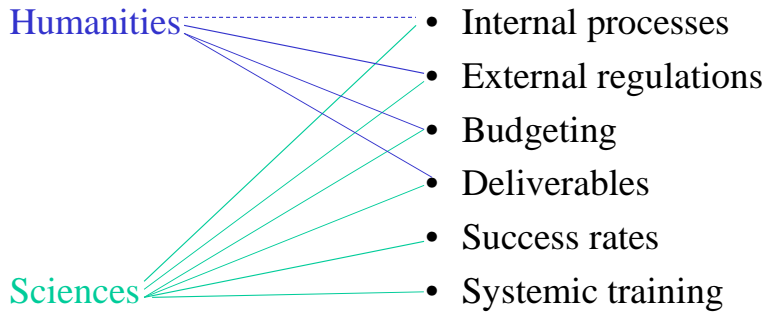
Grants Culture

- Internal processes
- External regulations
- Budgeting
- Deliverables
- Success rates
- Apprenticeship and training



GRANT WRITER NETWORK

Culture Gap



Supportive Culture

- Internal processes
 - Shared credit
 - Proposal processing
 - Teaching replacement
- Shared expectations
 - Promotion & tenure
 - Other rewards and recognition





Maximizing Faculty Time

- Shrinking size of the ranked faculty
- Minimizing transaction costs
 - Offer grantsmanship training
 - Support proposal development
 - Facilitate campus synergies

GRANT WRITER
NETWORK



Grantsmanship Training

- Audiences
- Model proposal file
- Legislative relations
- Mini-conferences
- Brown bag and seminar series
- Federal update webinar
- Grant Writing Institute
- Graduate certificate

GRANT WRITER
NETWORK



Brown Bag and Seminar Series

- Proposal Guidelines — Sifting and Sorting the Information
- Looking into the Crystal Ball of Funding Opportunities
- Writing Clearly without Losing Scientific Content
- The Who, What, When, Where and Why of Interdisciplinary Collaboration
- Write Your Proposal with the Reviewer in Mind
- ABCs and 123s of Budget Development
- Hands-on Development of Funding Alerts
- Why Proposals Fail
- The Reviewer's Perspective

GRANT WRITER
NETWORK



Federal Webinar

- Audiences
- Timing
- Speakers
 - White House Office of Science & Technology Policy
 - ONR, ED, DoE, NIH, NSF, USDA, NEH
- <http://research.missouri.edu/federalupdate/>

GRANT WRITER
NETWORK



Grant Writing Institute

- By application
- Stipends
- Speakers
- Mentoring
- Food
- Six full days

GRANT WRITER
NETWORK



Graduate Certificate

- Graduate level
- Hybrid and online
- Four 3-credit-hour courses
 - Grant Writing 1
 - Grant Writing 2
 - Sponsor Relationships
 - Award Management

GRANT WRITER
NETWORK



Maximizing Faculty Time

- Shrinking size of the ranked faculty
- Minimizing transaction costs
 - Offer grantsmanship training
 - Support proposal development
 - Facilitate campus synergies

GRANT WRITER
NETWORK



Supporting Proposal Development

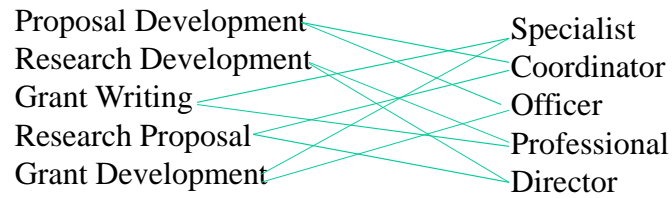
- What's in a name?
- Grant Writing Consultants
- Building a Grant Writing Network

GRANT WRITER
NETWORK



Supporting Proposal Development

- What's in a name?



Supporting Proposal Development

- What's in a name?
- Grant Writing Consultants
- Building a Grant Writing Network





Finding Grant Writing Consultants

- Strong writing – under pressure
- Leadership
- Teaching
- Research
- Content expertise
- People skills

GRANT WRITER
NETWORK



Hiring Process

- Goals for the position
- Reporting relationship
- Screening committee
- Impromptu writing
- Reference checks
- Recommendation package
- Divisional process

GRANT WRITER
NETWORK



The Learning Curve

- The first year
- Precedents
- Training plans
- Ongoing mentoring

GRANT WRITER
NETWORK



Assessing Performance

- Managing Expectations
- Ongoing Goals
 - Proposal support
 - Grantsmanship training
 - Professional development
- Ad hoc Goals
- Career Ladder

GRANT WRITER
NETWORK



Supporting Proposal Development

- What's in a name?
- Grant Writing Consultants
- Building a Grant Writing Network

GRANT WRITER
NETWORK



Building a Network

- The “standing offer”
 - Salary support
 - Office space and equipment
 - Ongoing mentoring and support
- The context
 - Land grant and Research 1
 - Midwest
 - Timing



GRANT WRITER
NETWORK



Facilitating Campus Synergies

- Match making services
 - Senior staff reports
 - 40,000-foot view
 - Divisional updates
- Managing workloads
 - Database of deadlines
 - Flex time
 - Accepting help



GRANT WRITER NETWORK



Facilitating Campus Synergies

- Niche strengths
 - Broadened exposure to range of funders
 - Deeper knowledge of specific funders
 - Collective professional development



GRANT WRITER NETWORK



Building a Grants Culture

- Recognize shifting paradigms
- Maximize faculty time
 - Offer grantsmanship training
 - Support proposal development
 - Facilitate campus synergies

GRANT WRITER
NETWORK



References

- Poole, M. (2006). Developing communities of practice to support grant development. *Journal of the AAGP*, 4(2), 1-10.
- Licklider, M., ed. (2012). *Grant-Seeking in Higher Education: Strategies and Tools for College Faculty*. San Francisco: Jossey-Bass.

GRANT WRITER
NETWORK