Successful Grant Writing Strategies

Sally Bond

Assistant Director of Research Development Services

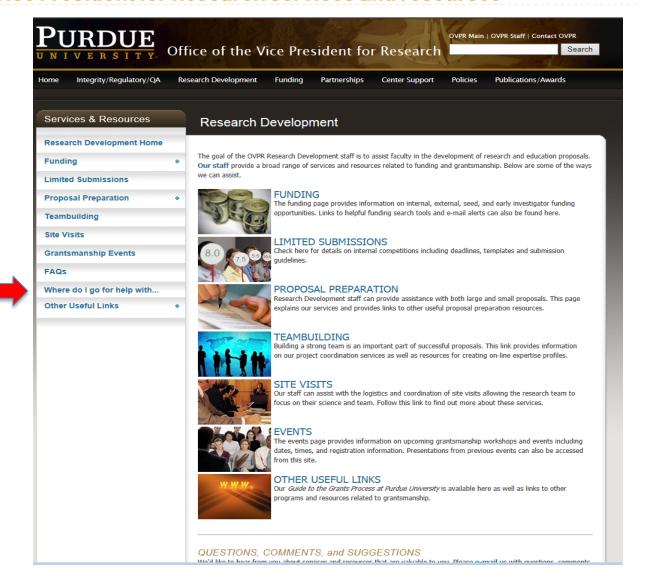
Proposal Coordination

Office of the Vice President for Research and Partnerships



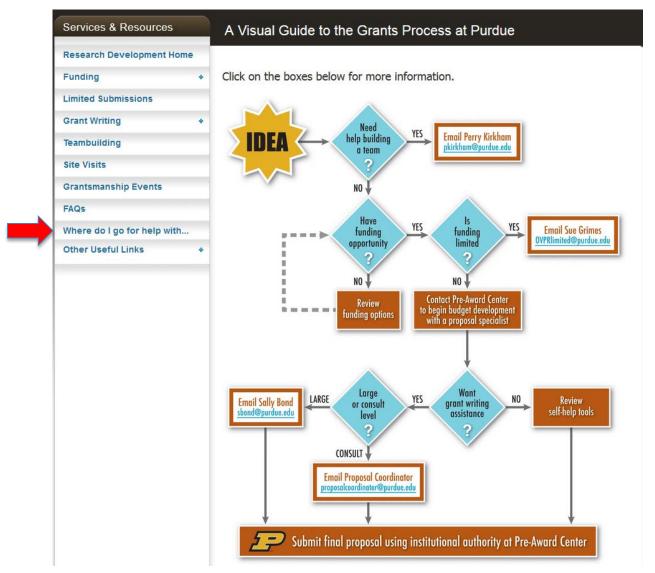
Purdue Research Development Services

Office for the Vice President for Research services and resources



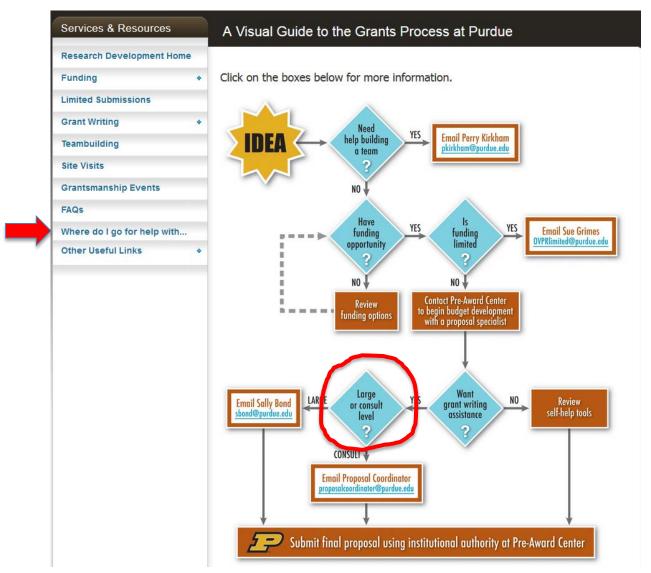
Where Do I Go for Help?

Hyperlinked "help" flowchart



Where Do I Go for Help?

Hyperlinked "help" flowchart



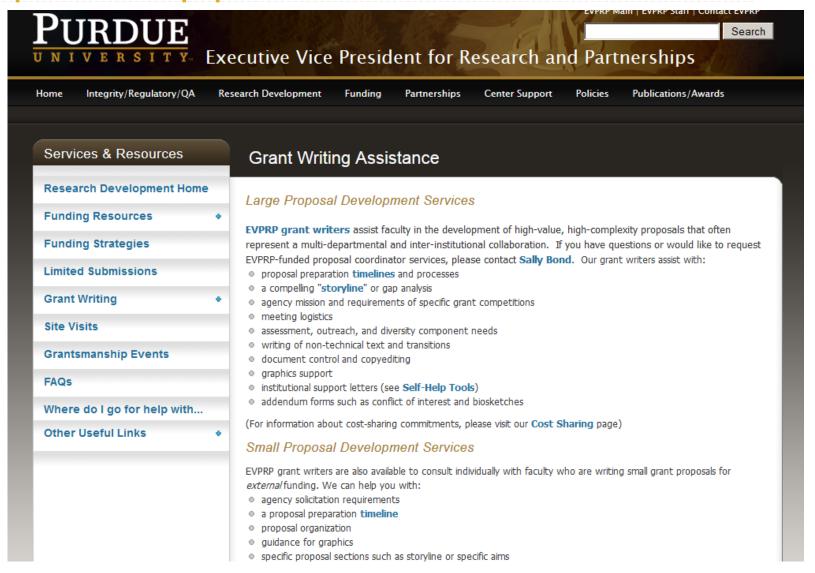
Large-Scale Proposal Coordination

High-value, higher-complexity, interdisciplinary



Smaller Proposal Consultation

Help is available for proposals of all sizes.



Proposal Preparation

Tailored and intentional plan

General 10-week project timeline:

General 10-week project timeline:										
	1	2	3	4	5	6	7	8	9	10
Analysis and Planning										
Distribute documents noted in RFP										
Identify previously successful proposals										
Identify PI										
Notify Pre-Award Center for assigned										
budget specialist										
Problem Overview										
What is the problem										
What has already been done to address problem										
What gaps remain										i
How we propose to address gaps Vision V				_						
Vision Goals										
Identify proposal win themes/discriminators										
Program Officer Input				_						
Contact PO	initia	l								
Team debrief on meeting					-					
Refine initial analysis/planning										
Proposed Outline										
Discuss/refine outline structure										
More detailed outline, if needed										
Identify graphics needed										
Partnerships										
Recruit collaborative partners										
Produce "talking points" brochure or website										
Recruit industry affiliates										
Recruit advisory board members										
Collect letters of commitment										
Management and Personnel										
Identify basic management structure										
Collect biosketches										
Proposal Writing and Editing										
Assign writing										
Write section components										
Compile 1 st draft										
Project team 1 st edit										
Any outside review input/edit										
Editing iterations										
Write summary or abstract										
	-			-	•		-	•	-	

Strategies to steer you away from common trouble spots

- tell a compelling story
- respond to solicitation
- •answer "Why Purdue?"
- know your reviewer
- conduct internal review

- tell a compelling story
- respoi
- answe
- know
- condu

- good science is a story that begins with a problem
- narrative gives coherence
- hooks reviewer so weaknesses are not fatal flaws

- tell a compelling story
- respo
- answe
- know
- condu

- What is the problem?
- What has been done already to address the problem?
 - What is the gap that remains?
 - How do you propose to address this gap?

- tell a compelling story
- respo
- answe
- know
- condu

- What is the problem?
- What has been done already to address the problem?
- What is the gap that remains?
- How do you propose to address this gap?

Example narrative...in op-ed language

What is the problem?
What has been done already to address problem?
What is the gap that remains?
How do we propose to address this gap?

NSF IGERT: Solar Economy IGERT (SEIGERT)

PI: Rakesh Agrawal

2. Vision, Goals, and Thematic Basis

Currently, fossil fuel resources of coal, natural gas and petroleum supply nearly 85% of the total energy needs of the US economy. The flow of energy from fossil fuels to end-uses: 1) electricity, 2) heating, 3) chemicals, and 4) transportation is a complex system dictated by resource availability, processing capacity, government policy, world affairs, and market forces. However, recent volatility of petroleum prices, uncertainty of future carbon taxes, and the potential impact of greenhouse gasses on the environment has led to renewed efforts to reduce our dependence on fossil fuels.

Recently, 25 U.S. state legislatures passed legislation that establishes minimum percentages of the state's electricity supply that must come from renewables by a certain date. These so-called Renewable Portfolio Standards (RPS) are shown in Figure 1. The states with RPS account for over half the nation's electricity. The implementation of RPS presents the U.S. with great opportunities and challenges. Currently, the total primary power used in the U.S. by all four major end-uses is 3.3 TW (PCAST, 2006). When averaged over day, night, seasons, and cloud cover, over 1800 TW of sunlight falls on U.S. land. Clearly, economic collection and transformation of solar energy can provide a long-term solution for all the energy needs of the United States.

For decades, the U.S. enjoyed global leadership in solar energy innovation and market share. By 2005, however, the U.S. share of the world production capacity of solar cell modules dropped to 8% while shipments from Europe and Japan increased to 26% and 48%, respectively (EIA, 2007). The economic effect of the decreasing U.S. market share is exacerbated by a rapidly increasing need for solar cell manufacturing. The U.S. Photovoltaic Industry Roadmap foresees a 30% growth of the world solar industry over the next decade and a U.S. solar industry that needs to employ 250,000 people by 2030 (DOE, 2001). However, at a time when U.S. states and industry need a significant increase of highly skilled labor with solar energy expertise, the supply of Ph.D.s in this area is limited Further, of all the research articles published on solar energy, the fraction published by U.S. authors has dropped significantly in the last 30 years, from 49% to 18%. More importantly, of all the journal citations for articles on solar energy, the fraction of citations that U.S. authors receive is down from 61% to 24% in that same time period (Hillhouse, 2007). The output and impact of U.S. research on solar energy is diminishing. These trends clearly define a challenge of national importance. It is imperative that the U.S. strategy include effective education and training programs to develop the human resources and intellectual capital that will allow us to compete in this emerging world market for Sun-to-Electricity. Our vision is to prepare for a fossil fuel-deprived world where nearly all energy demands are met sustainably by solar energy resources.

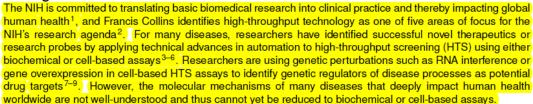
Example narrative for NIH specific aims page

What is the problem?
What has been done already to address problem?
What is the gap that remains?
How do we propose to address this gap?

Carolina Wählby of the Broad Institute http://www.niaid.nih.gov/researchfunding/grant/pages/appsamples.aspx

Research Strategy

A Significance



Ideally, researchers could approach disease from a phenotypic direction, in addition to the traditional molecular approach, by searching for chemical or genetic regulators of disease processes in whole model organisms rather than isolated cells or proteins. Moving HTS towards more intact, physiological systems also improves the likelihood that the findings from such experiments accurately translate into the context of the human body (e.g., in terms of toxicity and bioavailability), simplifying the path to clinical trials and reducing the failure of potential therapeutics at later stages of testing. In fact, for some diseases, a whole organism screen may actually be necessary to break new therapeutic ground; in the search for novel therapeutics for infectious agents, for example, it is widely speculated that the traditional approach of screening for chemicals that directly kill bacteria *in vitro* has been largely exhausted ¹⁰. Our work recently identified six novel classes of chemicals that cure model organisms from infection by the important human pathogen *E. faecalis* through mechanisms distinct from directly killing the bacterium itself ¹¹. Anti-infectives with new mechanisms of action are urgently needed to combat widespread antibiotic resistance in pathogens.

Enabling HTS in whole organisms is therefore recognized as a high priority (NIH PAR-08-024) ^{12,13}, *C. elegans* is a natural choice. Manually-analyzed RNAi and chemical screens are well-proven in this organism, with dozens completed ^{14–16}. (Many existing assays can be adapted to HTS; instrumentation exists to handle and culture *C. elegans* in HTS-compatible multi-well. Its organ systems have high physiologic similarity and genetic conservation with humans ^{17,18}, *C. elegans* is particularly suited to assays involving visual phenotypes: physiologic abnormalities and fluorescent markers are easily observed because the worm is mostly transparent. The worms follow a stereotypic development pattern that yields identically-appearing adults ^{19,20}, such that deviations from wild-type are more readily apparent.)

The bottleneck that remains for tackling important human health problems using *C. elegans* HTS is image analysis (NIH PA-07-320) ^{21,22}. It has been recently stated, "Currently, one of the biggest technical limitations for large-scale RNAi-based screens in *C. elegans* is the lack of efficient high-throughput methods to quantitate lethality, growth rates, and other morphological phenotypes" ²³. Our proposal to develop image analysis algorithms to identify regulators of infection and metabolism in high-throughput *C. elegans* assays would bring image-based HTS to whole organisms, and have the following impact:

 Identifying novel modulators of infection by the NIH priority pathogen Microsporidia (Aim 1). Microsporidia are emerging human pathogens whose infection mechanisms are almost completely unknown.





Create a one-page brief

One-page project description sent to program officer that includes:

- concise storyline
- vision/goals
- team
- methodology/approach
- impact

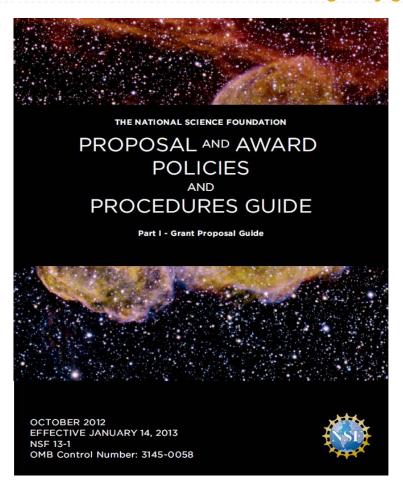
One-page...taste of your entire grant in a single, bite-sized piece

It forces you to distill all aspects down to their essences and to find a way of piecing things together that is economical, coherent, logical, and compelling [...] is totally unforgiving, revealing problems in the clarity of your thinking and presentation, weaknesses in the logic of your research, vaqueness in your methods, and failures in the all-important 'so what?' realm. Given the luxury of length, additional verbiage has a way of camouflaging weaknesses (at least from the writer but not so often from the reviewer).

—Robert Levenson, UC-Berkeley

- tell a compelling story
- respond to solicitation
- answer
- follow all instructions!
- know you
 outline before writing
- conduct internal review

Follow all instructions! Know the agency guidelines as well as solicitation



Research on Education and Learning (REAL)

PROGRAM SOLICITATION

NSF 13-604

REPLACES DOCUMENT(S): NSF 10-516, NSF 12-542, NSF 12-552



National Science Foundation

INSF Directorate for Education & Human Resources Research on Learning in Formal and Informal Settings

Letter of Intent Due Date(s) (optional) (due by 5 p.m. proposer's local time):

October 25, 2013

Full Proposal Deadline(s) (due by 5 p.m. proposer's local time):

January 10, 2014

IMPORTANT INFORMATION AND REVISION NOTES

A revised version of the NSF Proposal & Award Policies & Procedures Guide (PAPPG), NSF 13-1, was issued on October 4, 2012 and is effective for proposals submitted, or due, on or after January 14, 2013. Please be advised that the guidelines contained in NSF 13-1 apply to proposals submitted in response to this funding opportunity.

Please be aware that significant changes have been made to the PAPPG to implement revised merit review criteria based on the National Science Board (NSB) report, National Science Foundation's Merit Review Criteria: Review and Revisions. While the two merit review criteria remain unchanged (Intellectual Merit and Broader Impacts), guidance has been provided to clarify and improve the function of the criteria. Changes will affect the project summary and project description sections of proposals. Annual and final reports also will be affected.

A by-chapter summary of this and other significant changes is provided at the beginning of both the Grant Proposal Guide and the Award & Administration Guide.

Please note that this program solicitation may contain supplemental proposal preparation guidance and/or guidance that deviates from the guidelines established in the Grant Proposal Guid

Revision Summary

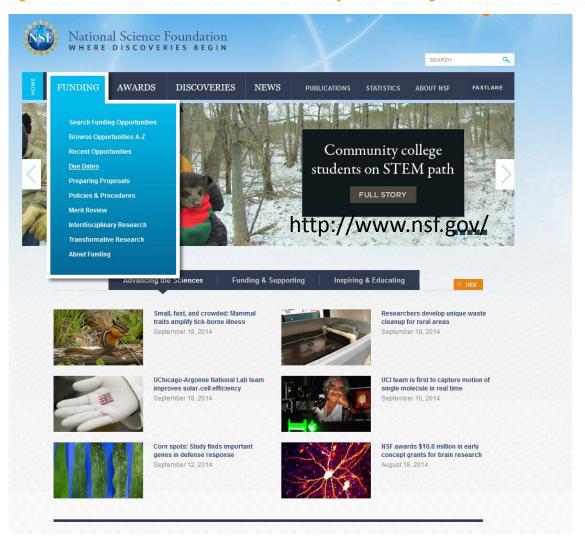
This solicitation has been revised to incorporate into the Other Information section a newly issued publication jointly developed by the National Science Foundation and the Institute of Education Sciences in the U.S. Department of Education entitled, Common Guidelines for Education Research and Development. The Guidelines describe six types of research studies that can generate evidence about how to increase student learning. Research types include those that generate the most fundamental understandings related to education and learning; examinations of associations between variables; iterative design and testing of strategies or interventions; and assessments of the impact of a fully-developed intervention on an education outcome. For each research type, there is a description of the purpose and the expected empirical and/or theoretical justifications, types of project

The Guidelines publication can be found on the NSF website with the number NSF 13-126 w.nsf.gov/pubs/2013/nsf13126/nsf13126.pdf). A set of FAQs regarding the Guidelines are

Sleuth what was funded previously to identify trends

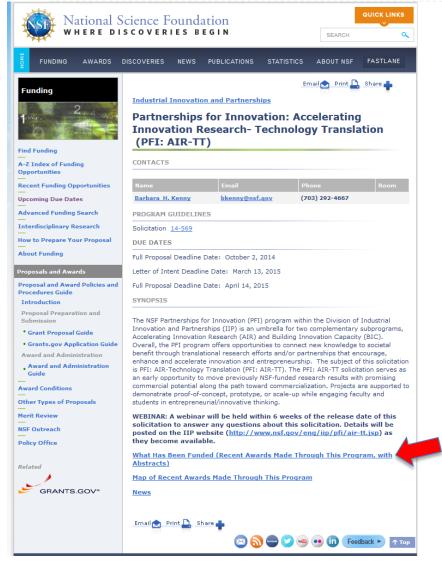
- What type of science and how does it compare to yours?
- What was team composition?
- What type of education integration?
- What type of institution?
- What type of budget?

Agency websites often show what was previously funded.



www.nsf.gov

Each program page has "what has been funded" and map of recent awards.

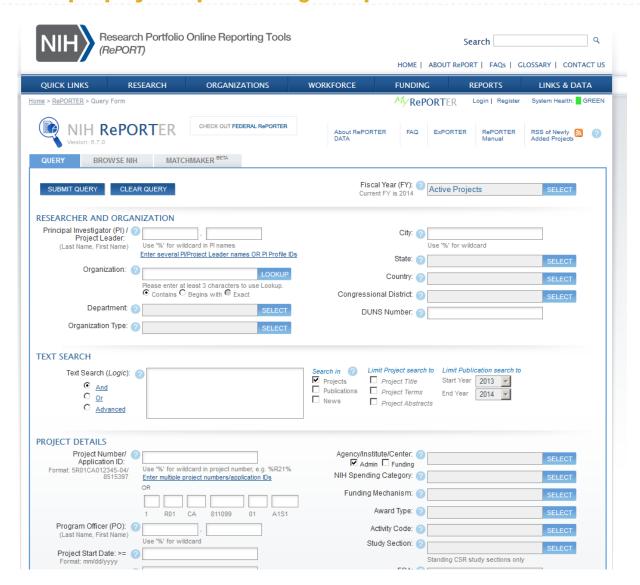


What Has Been Funded (Recent Awards Made Through This Program, with Abstracts)

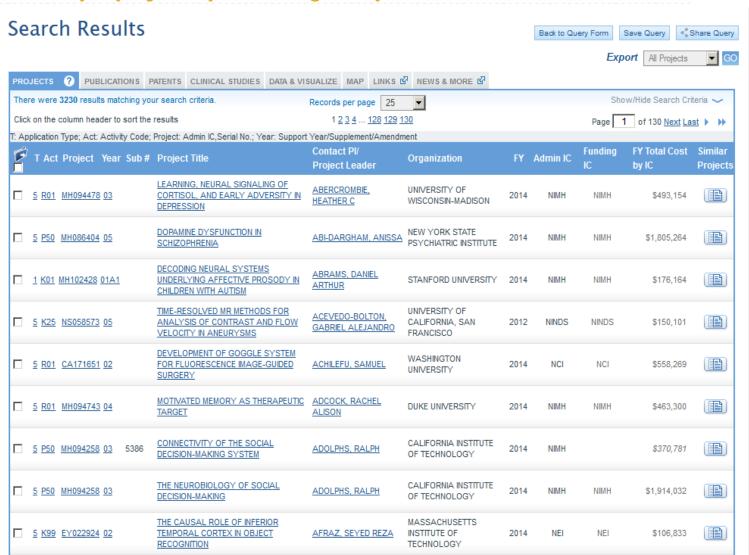
Map of Recent Awards Made Through This Program

News

NIH RePORTer http://projectreporter.nih.gov/reporter.cfm.



NIH RePORTer http://projectreporter.nih.gov/reporter.cfm.



Outline before you write. Be consistent with formatting.

Example of NSF-style proposal outline

1. RATIONALE [2.5 pages]

- Storyline
 - o What is the problem?
 - o What has been done already?
 - o What is the gap that still remains?
 - o What do you propose to do to address this gap?

Goals and Objectives

· List goals and objectives (per goal)

Team Partnership

- · Team expertise
- · Targeted teacher and/or community college faculty participants
- · Institutional commitment

Broader Impacts

- · curriculum accessed by underrepresented students through targeted teacher recruitment
- · community-based research activities
- · integrating research activities into computing-related courses in local high schools
- · role models from HCBU partner on HUBzero webinars
- presentation to parent-teacher organizations to include assessment results from DLRCcollected metrics
- presentations at both technology education conferences as well as K-12 STEM learning

2. NATURE OF TEACHER ACTIVITIES [3.5 pages]

- · Need clearly articulated research projects and activities
 - Map to goals/objectives
- · Teachers must be involved in research project for at least 6 weeks
- Must have orientation session at beginning of the program for the teachers to acquaint them with laboratory methods, safety procedures, analytical methods, etc.
- · Address approach to research training being undertaken

Research Project

· Include overview statement of spectrum of research projects

Project 1

- · Provide detailed descriptions of examples of research projects
 - Include who is doing what role
- Present plans that will ensure the development of RET participant-faculty interaction and communication
- How will you facilitate development of collegial relationships and interactions as teachers work closely in teams with university faculty and students?

Project 2

- · Provide detailed descriptions of examples of research projects
 - Include who is doing what role
- Present plans that will ensure the development of RET participant-faculty interaction and communication
- How will you facilitate development of collegial relationships and interactions as teachers work closely in teams with university faculty and students?

Project Timetable

- · Need Gantt-style chart such as this.
- Overview sentence

Program Initiatives	rogram Initiatives Year one Year Two		Year Three	Year Four	Year Five		
CICAWEST Administration				•			
Advisory Board Meeting							
D&I Team and COD meeting							
Mentoring Academy							
Training of coaches/chairs							
Mentoring pairs							
Departmental Transformation				•			
Diversity Forums							
Chairs/Dept Heads @ PU							
All Three Institutions							
Transformational Team Visits							
NCWIT Visiting Committees							
Promotion and Tenure Review							
Building Networks							
Summit							
nvited Lectures							
Evaluation and Assessment				•			
STEM Climate Assessment							
Space/Resource Inventory							
Coaching Measures							
Mentor/Mentee percp/self-eff/prod							
Attitudinal Surveys							
Deans and Heads							
Faculty							
Network Analysis							
External Project Analysis							
Dissemination							
Website							
CIC Women in Academia							
Summit Attendees Mailings							
Publications							
National Presentations							

3. RESEARCH ENVIRONMENT [2.5 pages]

- Describe the experience and record of involvement with K-12/community college education and research of the PI
- Describe faculty who may serve as research mentors. Consider table such as:

Mentor Name	Dept/School	Expertise

- · Describe institution
 - Include emphasis on cross-disciplinary partnership and past record of success in cross-disciplinary collaborations

- tell a compelling story
- respond to solicitation
- •answer "Why Purdue?"
- know yo
- conduct
- win differentiators of expertise, facilities, prior work, campus environment

- tell a compelling story
- •respond to \$4
- answer "Why
- writing for expert and non-expert
- busy, rushed
- know your reviewer
- conduct internal review

Know Your Audience

How is your reviewer reading your draft? How can you help?

- sleepless, busy, rushed
- stack of 25 proposals to review
- reading proposal on plane or late at night
- perhaps not an expert in your exact field

Mechanics matter. Sloppy writing = sloppy science

- Use formatting as a roadmap
- fix grammar and proof proposal
- get rid of passive voice whenever possible

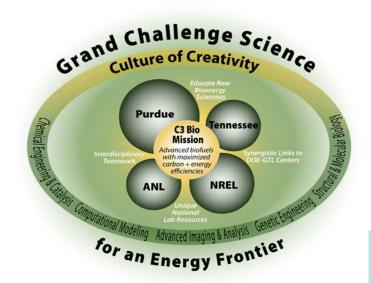
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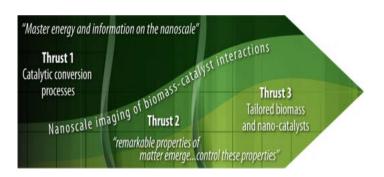
Elemental mapping of animal tissues has been investigated, and results have been documented.

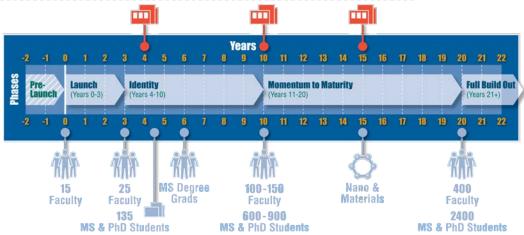
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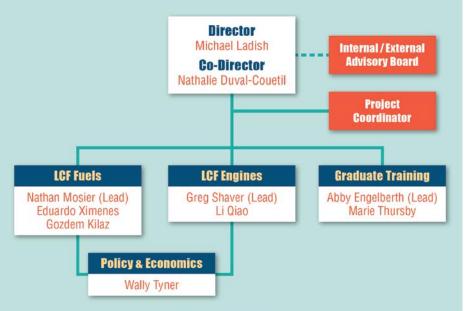
We investigated elemental mapping of animal tissues and documented results.

Use quality graphics and make them readable









Use visuals to summarize narrative when possible.

Program Initiatives	Year 1	Year 1 Year 2		Year 3	Year 3 Y		Year 4		Year 5	
Indiana administration										
Membership approved by Executive Council		•			T :	•		•	·	
for working committees		:	1 :	:	1 :	:	:	•	:	•
Partner retreat	-	•	:	•		•	:	•		\div
Create I-hub				:		•		•		=
Create Passport tracking					1 :	:		•		=
External Advisory Board meetings						:			1 :	:
Annual Alliance-wide conference		:	:	:		:				-:
Goal 1: Alliance-wide practices				-						
Campus director monthly centralized training	•	•	_ ·		T :			•	·	
Augmented training sets		\equiv				•				
Faculty/students training on I-hub		:		•		:				
Cross-Alliance recruiting, including veterans		:		:		:		•		-
Goal 2: Effective community college partner	ship faci	ilitatin	g transfe	r to f	our-year	STEM	progra	ms		
Co-mentored domestic research experience at	T :		•		T :		i :			
partner campuses	1 :	:			1 :		1 :		:	
Co-mentored international research		:				:		•		:
experience	:	:		•		:		•		:
Industry guest speakers		:	:	:		:	:	:	:	:
Cross-Alliance teaching symposia and		:		:		:	:	:		:
workshops with community college faculty	1	:	1	:	1	:	:	:	:	:
Goal 3: Aligning experiences with Tinto's pr	inciples	of iter	ation							
Map activities and identify gaps	•	•		•		•		•		-
Pair scholars with mentors	:		:				:		:	
Create individualized portfolios				:			:		:	:
Map incentives to Passport Badges		:	:	:		:	:	:	:	:
Cross-Alliance international research cohort		:	:	:		:		:		$\overline{}$
Disseminate model-based best practices	:	:		:						
Goal 4: Research longitudinal model of Scho	olar deve	lopme	nt							
Compile a list of Scholar attributes				:		:		•		:
Test and validate Scholar attributes		:	:	•		:	:	:	T :	:
Collect Scholar data	:	: -	:			:	:	:	:	
Analyze Scholar data and portfolios	:	:	:	:		:	:		:	:
Conduct interviews with Scholars	:	:	:			:	:			
Evaluation and Assessment										
Formative site visits										
Formative focus groups/interviews										
Formative web-based surveys										
Formative analysis and reporting										
Summative data plan development						:		:		:
Summative quantitative data gathering	:									\equiv
Summative analysis and final reporting								-		

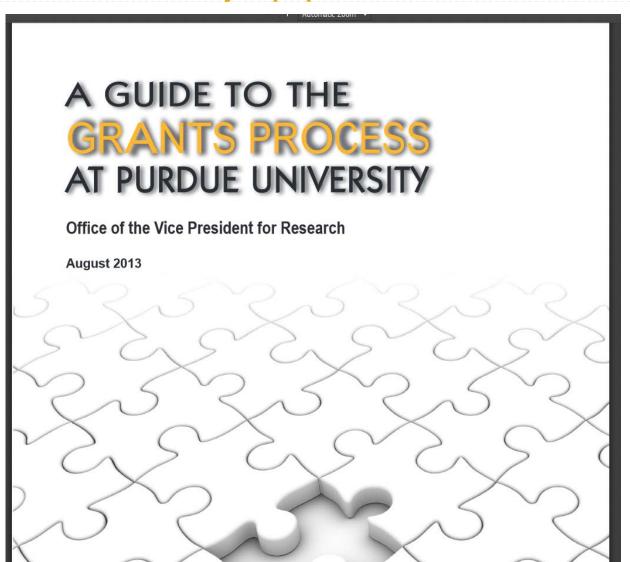
- tell a compelling story
- respond to solicitation
- answer "
 planned from beginning
 know you
 formal or informal
- conduct internal review

Internal Review

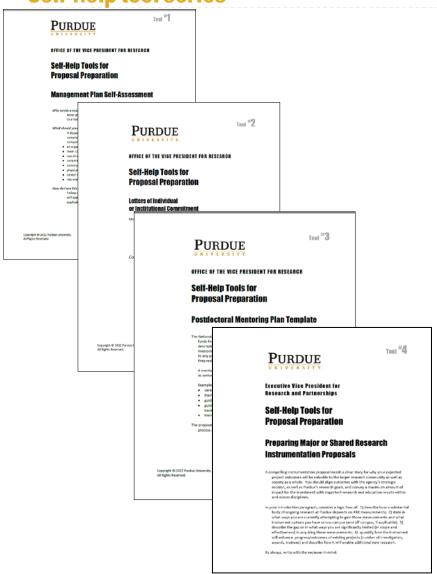
New eyes on your draft before submission

	1	2	3	4	5	6	7	8	9	10
Analysis and Planning	•					•				
Distribute documents noted in RFP										Т
Identify previously successful proposals										
Identify PI										
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Proposed Outline			•			•		•		-
Discuss/refine outline structure										Т
More detailed outline, if needed										_
Identify graphics needed										
Partnerships			•			•		•		
Recruit collaborative partners										T
Produce "talking points" brochure or website										+
Recruit industry affiliates										
Recruit advisory board members										
Collect letters of commitment										
Management and Personnel							•	•		
Identify basic management structure										Т
Collect biosketches										_
Proposal Writing and Editing										
Assign writing										Т
Write section components										+
Compile 1st draft									1	+
Project team 1st edit									_	+-
Any outside review input/edit										
Editing iterations										
Write summary or abstract				1			1			

Who does what at Purdue to submit your proposal



Self-help tool series



- Management Plan Self-Assessment
- Letters of Individual or Institutional Commitment
- Postdoctoral Mentoring
 Plan Template
- Tips for Major Research Instrumentation Proposals

OVPR e-Pubs for searchable, citable, up-to-date institutional text

http://docs.lib. purdue.edu/ ovpr/



OVPR e-Pubs for searchable, citable, up-to-date institutional text



OVPR e-Pubs for searchable, citable, up-to-date institutional text

Purdue University Purdue e-Pubs

University General Facility Descriptions

Office of the Vice President of Research

2-21-2014

Discovery Park General Facilities Description

Candiss Vibbert

Purdue University, vibbert@purdue.edu

Purdue University Office of the Vice President for Research

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Discovery Park General Facilities

INITIATED: 2001 TOTAL BUILDINGS, EQUIPMENT, ENDOWMENTS, AND RESEARCH EXPENDITURES AS OF DECEMBER 31, 2013: \$1.02 billion

Explore Purdue's unique interdisciplinary facilities, cutting-edge equipment and shared spaces for collaborative projects in areas such as life and health sciences; drug discovery and development; energy, climate change, water, the environment and food security; information technology, homeland security, and simulation of modeling new materials; nanotechnology, binanotechnology and nanomedicine; and science, technology, engineering and mathematics (STEM) learning.

Facilities attract researchers and students from all 11 West Lafayette colleges, Purdue's regional campuses, Purdue Technology Centers throughout Indiana, Indiana University and the Indiana University School of Medicine, and countries such as South Korea, Australia, China, Russia, Uganda, Colombia, India and Azerbaijan.

Discovery Park sits on 40 acres bounded by State Street on the north, Nimitz Drive on the south, Airport Road on the west and South Martin Jischke Drive on the east. Its location fosters collaboration with researchers in the nearby Martin C. Jischke Hall of Biomedical Engineering, Ray W. Herrick Laboratories, and the Wayne T. and Mary T. Hockmeyer Hall. Additionally, the Drug Discovery Facility is located on the main campus, and the Discovery Park Partners Facility is approximately 1/4 mile west of campus.

The Lilly Endowment provided generous initial funding for the centers and programs in Discovery Park, recognizing the potential of Purdue's commitment to advancing its interdisciplinary research and translational capabilities to a new level of excellence and impact.

UNIQUE FEATURES: All facilities are shared. Highly collaborative, interdisciplinary projects are connected throughout Purdue and to Purdue Research Parks. Technology commercialization is facilitated through the Burton D. Morgan Center for Entrepreneurship, an ecosystem on campus conducive to invention and entrepreneurism from the newest undergraduate to the most senior researcher, and the University's strong partnership with the Purdue Research Park.

ECONOMIC IMPACT TO DATE

EXTERNAL SPONSORED RESARCH: \$824.4 as of 2/1/2014
PRIVATE DONATIONS INVESTED: \$139 million
EQUIPMENT ADDED: \$34 million
LABORATORY SPACE ADDED: 147, 502 sq ft.
OFFICE, MEETING SPACE ADDED: 107.299 sq ft.

Tools for understanding broader impacts

Funding Agency Requirements for Broader Impacts

While a variety of funding agencies require researchers to address how proposed research will benefit the nation, the National Science Foundation (NSF) has made broader impacts a significant emphasis. The NSF Grant Proposal Guide now requires the project summary, narrative, and the Prior NSF Support section to contain a discussion of the broader impacts accomplished:

- . through the research itself.
- through the activities that are directly related to specific rese
- through complementary activities that are supported by the

The "societally relevant outcomes" valued by NSF include but are not

- full participation of women, persons with disabilities. and underrepresented minorities in science, technology, engineering, and mathematics (STEM):
- improved STEM education and educator development at any level:
- increased public scientific literacy and public engagement with science and technology;
- improved well-being of individuals in society:

Two recommended reads from the Office of the Vice President for R

- (1) NSF Merit Review FAQs from January 2013 http://www.ns
- (2) Centers for Ocean Sciences Education Excellence (COSEE) http://www.cosee.net/files/coseenet/BI%202 0%20FAQs

For tips on building broader impact activities into your pro

Steps to Leveraging Campus Resources for Broader Impacts

Step 3

Networking **Understanding Funding Opportunity** Step 1 Step 2 17 **Network Prior to** Know if You Need Large-Scale Educational **Identifying Any** Research or Broader Impact Activities **Proposed Project** Become familiar with Purdue infrastructure and Is existing programs this a that may complelarger, perhaps ment your research. center-level proposal · Attend campus requiring educational symposia, components that: workshops. · build on a theoretical framework, educational · include rigorous assessment showcases, and · create new pedagogical poster sessions on knowledge? campus. Consider the OVPR virtual Rolodex of potential broader impact, education. and outreach partners. Identify educational Move to Step 3. http://catalog.eresearchers who Identifying digitaleditions.com /1/256966 can be full partners Broader in developing a Impacts' customized and integrated research plan

Identify any broader impacts intrinsic to the research itself. e.g. new tools for your research community. practitioners, or policy makers.

Be Targeted, Intentional, and Creative Identify potential high-quality, innovative education and outreach activities that fit your interests and can bring benefits of your research to a wider audience. Go beyond the normal requirements of your faculty job and do more than develop new courses. Think about your goal. For example, do you want to develop the STEM pipeline in your area? Increase diversity of participation? Help provide workforce training?

Identifying Broader Impacts

Step 4

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Education and Outreach Team Begin conversations with campus program representatives. Talk about your project goal, budget for activities, and timeframe. Work together to tailor initiatives to your project and determine appropri ate metrics for success

Step 5

Build Your

Partnering Writing Step 6

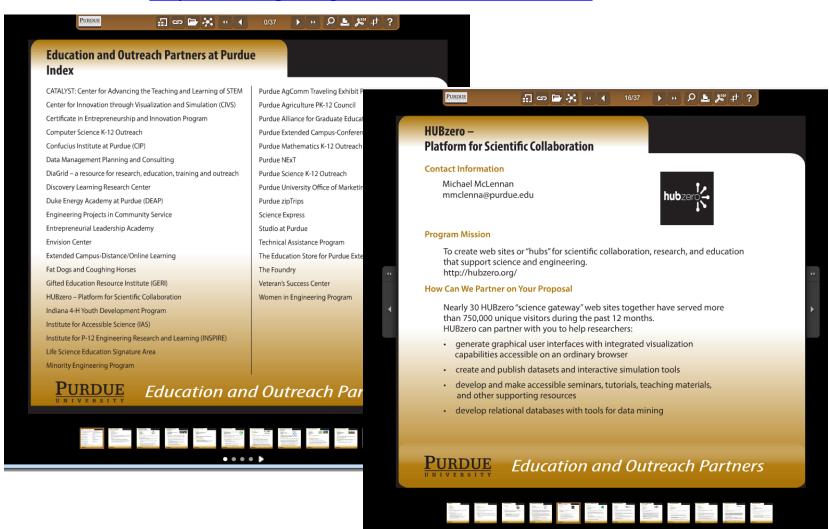
Expert Contributions to Text

Your broader impact partner can be a great source for compelling information on

- · rationale for activities.
- . track record of success for initiatives.
- · description of relevant expertise. and
- · program implementation details.

Virtual Rolodex for broader impact partners at Purdue

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Questions?

