Interview: A Look Inside the Grant Review Process

“How Professors Think”

Who wouldn’t like to be a fly on the wall during a meeting of grant evaluators to see how the process is really carried out?

Harvard professor, Michele Lamont, had an opportunity to do just that. Through a series of negotiations and many promises of confidentiality, Lamont was able to observe the grant review process from inside several prominent funding agencies and wrote about the process in her new book, “How Professors Think.”

This past summer, Lamont allowed us to interview her about her most significant experiences writing the book. Not surprising, one of the most significant findings Lamont’s research brings to light is that evaluators are greatly influenced by personal preferences. While evaluators maintain a certain level of objectivity and strive to perform unbiased and equal evaluations, they are still human. Personal preference still has quite a large impact on an evaluator’s final decision. Lamont writes, “People define what is exciting as what speaks to their own personal interest, and their own research.”

Project investigators should be aware that a topic determined to be completely fascinating by one humanities professor may not hold the same fascination for a political scientist and therefore, the two evaluators’ scores may be drastically different.

“People define what is exciting as what speaks to their own personal interest and their own research…”

Michele Lamont, Prof. Harvard and Princeton Universities

Continued, p. 2...
Panalists paid more attention to certain proposals than others: Accordingly, Lamont stated, “taste-based committees respond enthusiastically to their own areas of interest.” It became obvious to Lamont during her research that some panelists paid more attention to certain proposals than others.

So, what is a writer to do? How should a project investigator create a proposal that appeals across departments and divisions?

Lamont advises, “Faculty need to be extremely clear in their writing. I don’t think they fully understand how crucial quality of writing is…”

Don’t make evaluators struggle. Remember that evaluators may read up to 50 proposals, in upwards of 150 pages each and therefore, clearly expressed objectives can make the reading process of the evaluation a joy instead of a job for the evaluator.

Make proposals a joy to read. Lamont encourages faculty to make proposals a joy for readers to read. Strive to make it easy for the evaluator to know why your ideas are significant to your particular field of study. Chances are the panelist comes from another discipline and could use your help in determining the significance of your plan. Be sure to highlight your expertise, as well as your ideas.

Talk to Program Staff. Grant proposal writers should talk to project staff and program officers, Lamont advises. Lamont describes the program officers as, “The most important actors in the evaluation process…they have great discretionary powers that affect competition outcomes.” A project investigator can get a template of how to frame research for the best possible reception at evaluation from speaking to the program officer. Or, discover what screeners look at for a quick elimination.

Faculty need to be extremely clear in their writing. I don’t think they fully understand how crucial quality of writing is…

Michele Lamont, Prof. Harvard and Princeton Universities

Lamont: “The fourth time is the charm! …Revise, revise, and revise…”

Lamont told us, “It is reasonable to the program staff that the project director receives a little feedback – ask for guidance.”

Persistence is necessary. Professor Lamont insists that persistence is necessary and told us, “The fourth time is the charm!” Project investigators need to remember that feedback helps to reframe an argument for the next evaluation. And, every new evaluation helps. Keep submitting, Lamont advises; “Revise, revise, and revise” but don’t give up until you obtain funding!

“How Professors Think” attempts to make sense of ‘standards’ and the meanings given to them. According to Lamont, “making formal evaluative criteria public increases accountability and makes winning democratically available to all (since success depends on the display of technical proficiency, as opposed to a domain of the talented few).”

Leveling the field. Sharing information about the inside process of grant evaluation only levels the field in Lamont’s eyes. There should be no pretense of complete objectivity when that is a human impossibility. Instead, we should acknowledge and appreciate how emotions are “not corrupting, rather it’s intrinsic” to the process.

Simultaneously, offering the perspective of an insider and an outsider to the grant review process, Lamont brings a unique perspective to her readers. Successful in obtaining funding for numerous grant proposals she has authored, Lamont has also served on many grant review panels as an evaluator herself. A full professor at Princeton and tenured professor at Harvard, Lamont has published over 60 articles and book chapters. Her work spans a wide range from racism, cultural impacts, and health implications, to evaluation. Her valuable perspective, from both sides of the conference table, served the research well in determining, “How Professors Think.”
Did you know that faculty with extramural grants are able to recoup some of their furloughed salary? Faculty whose extramural grants (or contracts) reimburse the university for their salary for Academic Year (AY) effort can increase their wages over current furlough levels by restoring workdays for grant-related activities. In the example above, a faculty member with an extramural grant that reimburses the university for his/her salary for 3 course releases during the AY is able to work and receive pay for 6 more AY days. This amounts to a net overall reduction in pay of 6.1% (vs. 9.23% given current furlough conditions, without salary-reimbursing grants). Not only that, but given the current economy in the Inland Empire, support for students is more important than ever. Extramural funding – in the form of stipends or hourly wages as research assistants – can provide much needed part-time employment, making it (somewhat) easier for our students to stay in school. Thus, there’s never been a better time to apply for extramural funding! Contact the Office of Research & Sponsored Programs for more information. (x75027)

Words from ORSP Interim Director, Dr. Ellen Shimakawa

Assumptions: Academic Year only --- Earn $90,000 for academic year ($30,000 per quarter/$10,000 per course)

<table>
<thead>
<tr>
<th></th>
<th>FALL 2009</th>
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<td>Overall reduction in pay 8.20%</td>
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<td>Overall reduction in pay 6.1%</td>
<td>(12 furlough days)</td>
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Table courtesy of Stan Stanley, Foundation for CSUSB
**SPOTLIGHT: AWARDS**

Detailed award information is available to view or print on the Office of Research & Sponsored Programs website at http://research.csusb.edu/documents/Awards2009_2010.pdf

**SPOTLIGHT:** “High School Strand in Summer Arabic with Academic Year Continuation, CSUSB” by Terri Nelson seeks to expand its already successful Summer Intensive Arabic Immersion Program by recruiting from local high schools and will accept applications from juniors and seniors interested in learning Arabic. Students in this area have little access to learn languages other than Spanish. StarTalk will make the Summer Arabic program affordable to families in a community unfamiliar with higher education. CSUSB’s Arabic program has grown rapidly and now offers the only B.A. in Arabic in the entire 23 campus California State University system.

### Academic Affairs
- **Monaghan, James**
  - Murrieta Valley USD
  - $4,950

### Arts & Letters
- **Alexander, Kristine & Yasuhara, Eri**
  - $387,508
  - UCOP
- **Alexander, Kristine & Yasuhara, Eri**
  - $254,575
  - UCOP
- **De La O, Armalyn**
  - $181,817
  - CPEC
- **De La O, Armalyn**
  - $45,596
  - UCOP
  - Music
- **Boeckman, Jeffrey**
  - $2,600
  - CA Arts Council

### English
- **Henry, Holly**
  - $24,000
  - NASA (Sub-contract U of Arizona)
- **Henry, Holly**
  - $12,000
  - NASA (Sub-contract U of Arizona)

### World Languages
- **Nelson, Terri & Doueiri, Dany**
  - $200,000
  - CSULB-Foudation
- **Nelson, Terri**
  - $80,000
  - NSA (Sub-contract U of Maryland)

### Theatre Arts
- **De La O, Armalyn & Ervin, Kathryn**
  - $58,000+ $72,000
  - UCOP
- **De La O, Armalyn**
  - $127,527
  - UCOP

### Business & Public Administration
- **Courts, Janet**
  - $45,000
  - IRS

### Information & Decision Sciences
- **Coulson, Tony**
  - $96,535
  - Dept of Defense
- **Coulson, Tony**
  - $2,145
  - Dept of Defense
- **Coulson, Tony & Stewart, Walter**
  - $425,379
  - NSF

### Inland Empire Center for Entrepreneurship
- **Stull, Mike & Skiljan, Michelle**
  - $22,000 + $18,000 + $42,104
  - Fees/Revenue
  - $1,026+ $119,410+$150,000
  - US Small Business Administration
- **Stull, Mike & Skiljan, Michelle**
  - $90,000
  - County of SB

### Institute for Applied Research
- **Sirotnik, Barbara; Bockman, Shel; & Ruiz, Christen**
  - $49,106
  - CSUSB University Transportation Center

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Awards: January 2009 - December 2009

Vol. 2, January 2010 Scholarship in Action 4
Awards: January 2009 - December 2009

SPOTLIGHT: AWARDS

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SPOTLIGHT: “2009 Summer Workshop for Persons with Visual Impairments” by Sang Nam obtained funding from the Korean National Institute of Special Education for an 8 day, 7 night workshop. The main objective of the workshop was to improve the educational quality for the students with visual impairments, as well as promote collaboration between their teachers and families. One area of focus was on transition, vocational programs from school to adult life and the social, educational, occupational, and psychological implications of blindness in transition. Eleven middle and high school students with visual impairments, along with their parents and teachers actively participated in the 8 day event in July, 2009.

<table>
<thead>
<tr>
<th>Institute for Applied Research...continued</th>
<th>Education</th>
<th>Educational Psychology &amp; Counseling</th>
<th>Language, Literacy &amp; Culture</th>
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<td>Sirotnik, Barbara; Bockman, Shel; &amp; Ruiz, Christen</td>
<td>Gehring, Thom &amp; Eggleston, Carolyn $54,167</td>
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<td>Balderrama, Maria $164,911</td>
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<td>Korean Nat Institute for Spec Ed.</td>
<td>US Dept of Education</td>
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<td>Phillips, Kathleen $149,316+ $70,341+</td>
<td>Spitzer, Sue $199,218</td>
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<td>Sandlin, Ruth $399,695</td>
<td>Science, Mathematics &amp; Technology</td>
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<td>$55,000 Various City &amp; County Agencies</td>
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<td>Riverside County Office of Education</td>
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<td>Sweeney, Dwight $1,562,035</td>
<td>Jesunathadas, Joseph $5,000+ $5,000</td>
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<td>Inland Regional Center</td>
<td>Various - Program Income</td>
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<td>Wu, John</td>
<td>CA Commission on Teacher Cred</td>
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<td>Leh, Amy $30,000</td>
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<td>Graduate Studies</td>
<td>Ramon, Roy $251,137</td>
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<td>CAP San Bernardino</td>
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<td>US Dept of Education</td>
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<td>$1,386,000 ARO</td>
<td>Eggleston, Carolyn $15,000</td>
<td>Information Resources &amp; Technology</td>
<td>McNaught, Leon $54,890+ $95,998</td>
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<td>Gerrity, Timothy</td>
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<td>Various - Program Income</td>
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<td>$950,000+ $975,000 SDSU</td>
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SPOTLIGHT: AWARDS

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SPOTLIGHT: “RUE Site: Investigations in Combinatorics, Geometry and Knot Theory” by Rolland Trapp. This project seeks to actively involve students in significant mathematical research to increase students’ mathematical independence and maturity, and to encourage participants to pursue careers in mathematics in either academia or industry. The program will advance discovery through actively engaging undergraduate students in mathematical research and strongly encourage them to become active participants in the mathematical community. Approximately, 80% of past students have presented at meetings of professional societies.

Natural Sciences

Biology
Chao, Michael
$105,100
NIH
Middleton, Kevin
$39,746
NSF
Newcomb, Laura
$124,117
NIH/NIH
Orwin, Paul
$99,775
USDA

Center for Enhancement of Math Education
Fischman, Davida & Jesunathadas, Joseph
$33,000
UCOP
Fischman, Davida & Jesunathadas, Joseph
$1,442,048
NSF
Fischman, Davida; Jesunathadas, Joseph; & Llosent, Giovanna
$274,747
CPEC
Fischman, Davida; Jesunathadas, Joseph; & Llosent, Giovanna
$11,340
CPEC

Computer Science
Georgiou, George
$227,945
Sub-contract with Riverside Community College District (RCC)
Turner, David; Concepcion, Arturo; & Yu, Tong Lai
$159,483
NSF

Geological Sciences
McGill, Sally
$20,000 + $10,000
SCEC
McGill, Sally
$100,919
NSF

Health Sciences
LaChausse, Robert
$57,917
NIH
Mian, Lal
$12,420
McLaughlin Gormley King Company

Mathematics
Addington, Susan
$18,100
Univ of Alaska – Fairbanks

Nursing
Dodd-Butera, Teresa
$14,718
NIH

Physics
Phalen, Robert
$219,720
CDC

Kinesiology
Haddock, Bryan
$105,840
NIH

Center for Enhancement of Math Education...continued
Fischman, Davida; Jesunathadas, Joseph; & Cronk, Carol
$124,010
SMP Region and UCLA
Fischman, Davida
$48,945
NSF
Fischman, Davida
$57,000
UCLA
Fischman, Davida
$36,000 + $109,488
UCOP

Chemistry
Noblet, James
$93,458 + $76,958
MWH
Stanley, Brett
$22,703 + $22,703
Yucaipa Valley Water Dist
Stanley, Brett & Noblet, James
$47,649
City of SB Water Dept
Yang, Shumei
$50,505
HHS – Loma Linda Univ
Yang, Shumei
$85,550
NIH

Trapp, Rolland
$189,864
NSF

Ventura, Belisario
$10,000 + $58,000
University Enterprises, Inc

Addington, Susan
$18,100
Univ of Alaska – Fairbanks

Sarli, John
$45,540
UCOP

Fischman, Davida & Jesunathadas, Joseph
$33,000
UCOP
Fischman, Davida & Jesunathadas, Joseph
$1,442,048
NSF
Fischman, Davida; Jesunathadas, Joseph; & Llosent, Giovanna
$274,747
CPEC
Fischman, Davida; Jesunathadas, Joseph; & Llosent, Giovanna
$11,340
CPEC
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### Water Resources Institute

- **Palm Desert Campus**
  - Longville, Susan
    - $150,410
    - CA Dept of Water
  - Longville, Susan
    - $13,091
    - Joshua Basin Water District
  - Longville, Susan
    - $2,500
    - Santa Ana Watershed Assoc
  - Longville, Susan
    - $10,000
    - SB Valley Water Conservation Dist
- **Campus**
  - Longville, Susan
    - $54,924
    - PACE Engineering
  - Longville, Susan & Noblet, James
    - $499,582
    - USDA

### Criminal Justice...continued

- Tibbett, Stephen; Schram, Pamela; & Bichler, Gisela
  - $95,000
  - Riverside County

### Economics

- Konyar, Kazim
  - $5,000
  - Sub-contract U of Arizona

### Institute for Child Development

- Carrere, Sybil, et al
  - $814,715
  - NIH

### Political Science

- Clark, Mark
  - $750,000
  - Dept of Defense
- Hamner, Janice
  - $39,725
  - UCOP
- Salmi, Ralph & Hamner, Janice
  - $66,525
  - UCOP

### Psychology...continued

- Kamptnner, Laura
  - $440,000
  - First 5 of SB County
- McDougall, Sanders
  - $282,839 + $173,554
  - NIH
- Wilcox-Herzog, Amanda & Flores, Deborah
  - $196,730
  - US Dept of Education

### Social Work

- Morris, Teresa
  - $136,061
  - San Diego State University
- Morris, Teresa
  - $1,532,355 + $599,732 + $99,983 + $20,000
  - CalSWEC
- Smith, Laurie
  - $395,938
  - UC Berkeley

### Student Services

- Children's Center
  - Kirby, Barbara
  - $3,436
  - SB County Superintendent
- Services to Students with Disabilities
  - Jaworski, Beth
  - $315,616
  - Dept of Rehab

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### Undergraduate Studies

- Flores, Deborah
  - $397,059
  - US Dept of Education
- Clark, Milton
  - $2,600,646
  - US Dept of Education

### University Institutes and Initiatives

- Podolske, Diane
  - $60,000
  - CAP
- Podolske, Diane; Langford, Pam; & Dixon, Carol
  - $478,242
  - US Dept of Education

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**Social & Behavioral Sciences**

- **Criminal Justice**
  - Sechrest, Dale
    - $150,000
    - CA Dept of Corr & Rehab

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Advertisements:

**Upward Bound**

- Vaughn, Karalee
  - $250,000 + $250,000
  - US Dept of Education
- Vaughn, Karalee
  - $5,692
  - CA Dept of Education

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Awards: January 2009 - December 2009
Presentations, Publications, Exhibitions & Performances

**Frances Berndan**  
**Publication**  
2009  

**Presentation**  
April 2009  
“Featherworking in the Provinces: A Dispersed Luxury Craft under Aztec Hegemony”  
Society for American Archaeology annual meeting, Atlanta, GA.

**Tong Lai Yu**  
**Presentation**  
2008  
“A Framework for Very High Performance Compression of Table Tennis Video Clips”  
Proceedings of IASTED on Signal and Image Processing, P.167-172, Kailua-Kona, Hawaii

**Haiyan Qiao**  
**Publication**  
Feb 2009  
“Agent-based simulation in market and production systems”  
International Journal of Internet and Enterprise Management, 6(1).  
(H. Quio & J. Rozenblit)

**Presentation**  
April 2009  
“A Data Clustering Tool with Cluster Validity Indices”  
International Conference of Computing in Engineering, Science and Information, Fullerton, CA  
(H. Quio & E. Brandon)

**Arturo Conception** & **David Turner**  
**Presentation**  
2008  
“Performance Comparison of ADRS and PCA as a Preprocessor to ANN for Data Mining”  
In Proc. of the 8th International Conference on Intelligent Systems Design and Applications (ISDA-2008)  
(N. Navaroli, D. Turner, A.I. Concepcion & R.S. Lynch)

**Julian Montoro-Rodriguez**  
**Publication**  
2009  
“The role of social embarrassment on caregiving distress in a multi-cultural sample of caregivers”  
Journal of Applied Gerontology, 28 (2): 385-398  
(J. Montoro-Rodriguez, K. Kosloski, R. Montgomery & K. Kercher)

**Carolyn McAllister**  
**Publication**  
2008  
“Targeted mentoring: ‘Evaluation of a Program’”  
Journal of Social Work Education 45 (1) pp89-104  
(C. McAllister, R.D. Ahmedani, & E.P. Cramer)
Presentations, Publications, Exhibitions & Performances

**Christine Famega**
**Publication** 2009
“Proactive policing by post and community officers”
Crime & Delinquency, 55 (1), 78-104.

**Larry Gaines**
**Publication** 2009
“Community Policing: A Contemporary Perspective (5th Ed.)”
Cincinnati, OH: LexisNexis (L. Gaines & V. Kappeler)

**Jacinta M. Gau**
**Publication** 2009
“A neighborhood-level analysis of concealed handgun permits”

**Brian Levin**
**Publication** 2009
“(Ed.) Hate Crimes: Volume 1, Understanding and Defining Hate Crime”
Praeger, Westport, CT.

**Richard Samuelson**
**Fellowship** 2009
2009-2010 Garwood Visiting Fellow in the James Madison Program at Princeton University

**Andrea Schoepfer**
**Publication** 2009
Special edition of Journal of Criminal Justice Education, 20 (1)

**Jeffery Boeckman**
**Performance** Jan 2009
Named the Associate Conductor for the San Diego Winds inaugural performance (a new professional wind ensemble based in San Diego, CA)

**Stacey Fraser & Todd Johnson**
**Performance** May 2009
“Music Department’s spring Showcase concert
Guest composers and performers attended from the US, Australia, China, and Japan, including Chinary Ung, a Cambodian-American composer who was the first American to win the Grawemeyer Award, a prize some consider the “Nobel Prize for music.” Included on the performance was Dr. Johnson’s world premiere of Wood: Marimba, a composition by Japanese composer Koji Nakano.

**Donovan Chau**
**Publication** June 2009
“Islam and Muslim Politics in Africa: Book Review of Benjamin F. Soares and Ren Otayele, eds., Islam and Muslim Politics in Africa”

**Kelly Campbell**
**Publication/Recognition** May 2009
“The impact of the PICK a partner relationship education program on single army soldiers”
Selected as the 2008 Outstanding Article in Family and Consumer Sciences Research Journal, 36, 328-349.

**Mark Agars & James Kaufman**
**Publication** 2009
“Being Creative with the predictors and criteria for success”
American Psychologist, 64, 280-281
Presentations, Publications, Exhibitions & Performances

**Dale Lund**

**Publication** 2009
“Stress-related growth among the recently bereaved”
Aging & Mental Health, 13 (3), 463-476.
(D. Lund, M. Caserta, R. Utz, & B. deVries)

**Publication** 2009
“Identifying themes regarding the benefits & limitations of caregiver support group conversations”
(D. Lund & M.A. Golden)

**Publication** 2009
“Examining what caregivers do during respite time to make respite more effective”
Journal of Applied Gerontology, 28 (1), 109-131
(D. Lund, M. Caserta, R. Utz, & S. Wright)

**Presentation** April 2009
“Early Bereavement Adjustments of Widow(ers) in Culturally Unique Cities: Salt Lake City & San Francisco”
Pacific Sociological Association’s Annual Meeting, San Diego, CA
(Z. Chen & R. Liu)

**Zeng-yin Chen**

**Publication** December 2008
“Parent-Child Relationships, Childhood and Adolescence”
and
“Parenting Style”

**Anna Ni**

**Presentation** March 2009
“Contracting Out or Contracting In: The Dynamics of Public Service Provision Decisions in Georgia Counties”
2009 ASPA Annual Conference, Miami, FL

**Presentation** April 2009
“Lean and Mean: An Assessment of Contract Cities”
International Journal of Organization Theory and Behavior, 13(2)

**John Heeren**

**Publication** 2009
“Victims and Sources: Newspaper Reports of Mass Murder in Domestic Contexts”
Women, Violence, and the Media, edited by Drew Humphreys, Northeastern University Press
(J. Heeren & J. Messing)

**Publication** April 2009
“Gendered Justice? Domestic Homicide and the Death Penalty”
Feminist Criminology, 4/2
(J. Heeren & J. Messing)

**Anna Ni**

**Presentation** March 2009
“Contracting Out or Contracting In: The Dynamics of Public Service Provision Decisions in Georgia Counties”
2009 ASPA Annual Conference, Miami, FL

**Presentation** April 2009
“Lean and Mean: An Assessment of Contract Cities”
International Journal of Organization Theory and Behavior, 13(2)

**Thomas D. Hall & James V. Fenelon**

**Presentation** May 2009
“Indigenous Peoples and Globalization: Resistance and Revitalization”

**James V. Fenelon**

**Presentation** June 2009
“Closing the Racial Wealth Gap: Legacies of Institutional Inequalities, Crafting Social Justice and Framing Inequality ”
Mother Jones Board Mtg, San Francisco, CA

**David Baker**

**Publication** Jan 2009
“President Obama’s Chilling Cybersecurity Challenge”
The Public Manager, 38(1), 90-92.

**Montgomery Van Wart**

**Presentation** April 2009
“High-Level Seminar on Climate Change Policy in the ASEAN”
ASEAN Secretariat, Jakarta, Indonesia

**Publication** January 2009
“A More Realistic Approach to Citywide Municipal Wireless Networks: The Anchor Tenant Model?”
NEW NIH GRANT PROPOSAL FORMS DE-MYSTIFIED

☒ February 2 (Tue), 10:00-11:30am in FO-177

OR

☒ February 3 (Wed), 1:00-2:30pm, FO-177

This brief workshop will help you learn about recent form changes to be implemented later this month. Significant changes include a shorter narrative with structural changes, and changes to the organization and content of your biographical sketch.

Please reserve your seat at a workshop today through the TRC at http://trc.csusb.edu/