

**COLLEGE OF LIBERAL ARTS
HANDBOOK FOR RESEARCH & SPONSORED ACTIVITY**

V 2.0
Fall 2017

This handbook is located on the College of Liberal Arts Research website:

<https://libarts.tamu.edu/intranet/research>

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I. INTRODUCTION

Research That Matters

In 2015, President Michael K. Young announced a goal to raise \$4 billion by 2020 in the capital campaign, Lead by Example. The College of Liberal Arts epitomizes Lead by Example through our unparalleled support for first generation students, emphasis on an international experience for students, innovative instruction in the core curriculum and elsewhere, welcoming workplaces and learning environments, and research that matters.

Our college research matters because it is grounded in the study of human beings. From neurons and ancient DNA to novels and digital communication, our faculty and graduate student research increases our understanding of the human experience and adds to our knowledge of the world. Consistent with our research diversity, our faculty receive research funding from a variety of agencies and foundations, including the National Endowment for the Humanities, the National Institutes for Health, the National Science Foundation, A. W. Mellon Foundation, and the Carnegie Corporation.

Seeking External Funding

Not every researcher requires substantial funds to sustain a research program. Yet, the college routinely receives many more faculty applications than can be supported internally for research activities, including international travel funds, professional development leave, and seed funding. Additional sources of revenue can address this growing gap between supply and demand, and so the college encourages all faculty to seek external funding in the form of grants, fellowships, or contracts. External funding applications also serve an additional purpose: they expose our faculty researchers to the leaders in their fields, who read and recommend proposals for funding.

This handbook summarizes the research infrastructure at Texas A&M University that supports the first four elements of the Sponsored Project Life Cycle (Figure 1). The document reviews the university and college administrative policies, procedures, as well as logistics and useful information for the pre-award phase of sponsored project administration. Information focused on the last three elements of the sponsored project life cycle (i.e., post award) can be found at <https://srs.tamu.edu/contracts-and-grants/project-administration>.

Both new and more experienced researchers are encouraged to contact the Liberal Arts Research Strategy and Development Office at LiberalArts-Research@tamu.edu for more detailed proposal and submission assistance.

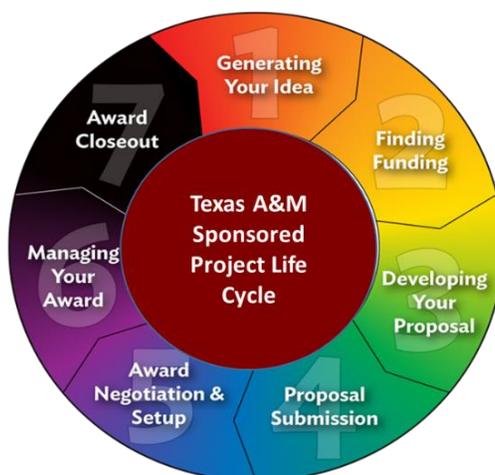


Figure 1. The Sponsored Project Life Cycle (Pre- and Post-Award).

II. RESEARCH DRIVERS¹

TAMU - Vision 2020

Creating a Culture of Excellence <http://vision2020.tamu.edu>

[Vision 2020: Creating a Culture of Excellence](#) articulates Texas A&M University's bold recognition of necessary institutional evolution required to achieve its mission as a land, sea, and space grant institution of global preeminence. Adopted in 1999, with an explicit vision for acceptance as a consensus leader among peer public institutions, more than 250 stakeholders worked to identify benchmarks, which if achieved, would enhance the value of Texas A&M to The Texas A&M University System, the State of Texas, and the nation. *Vision 2020* identifies [twelve specific areas of focus](#), which are underscored as well-crafted imperatives that define accepted precepts and goals that the university will target over the course of two decades.

A document describing the 2015-2020 strategic plan for reaching the ideals of Vision 2020 is located at <http://provost.tamu.edu/initiatives/FINALSTRATPLANwitheditsv2.pdf>

TAMU - Grand Challenges

<https://today.tamu.edu/category/topics/grand-challenges>

Texas A&M is poised to achieve our commitments to the following challenges facing society today and lead by example:

- Designing & Protecting the Environment (Environment)
- Providing Sustainable & Efficient Energy (Energy)
- Improving Economic Development (Economic Development)
- Enhancing Human, Animal & Plant Health (Human, Animal & Plant Health)
- Educating 21st Century Leaders (Educating Leaders)
- Strengthening Democracy (Democracy)

While these original areas continue to evolve as they are developed by faculty researchers, the College of Liberal Arts contributes to three in particular: Economic Development (through innovation and entrepreneurship); Human, Animal, and Plant Health, or One Health; and Strengthening Democracy (through initiatives for democratic engagement and action). Through research, teaching, and service, we strive to improve the lives of others, educate our students and our peers, and connect with our communities.

¹ Parts of this narrative were prepared by the Office of the Provost & Executive Vice President

III. THE UNIVERSITY RESEARCH ENTERPRISE: ROLES AND RESPONSIBILITIES²

Office of the Vice President for Research

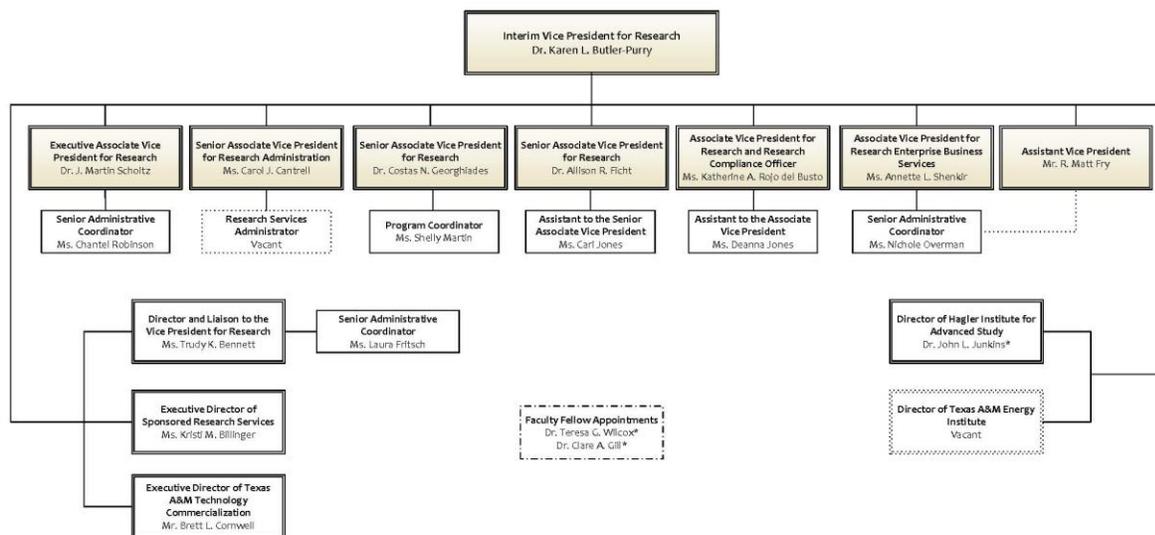
The Office of the Vice President for Research administers support for research and scholarly/creative work within the university community. This support includes responsibilities for:

- Extramural and intramural funding of scholarship. Externally supported research and sponsored programs form a significant part of the academic enterprise at Texas A&M University.
- All pertinent federal mandates and guidelines related to support of research programs.
- Necessary infrastructure relevant to the administration of research and scholarly activities.

Organizations reporting to the Vice President for Research (VPR) are responsible for:

- Assisting faculty in identifying and obtaining funding for research, training, and scholarly activities;
- Assisting faculty in proposal and pre-award processing;
- Assuring that all research applications, awards, and activities comply with university policy;
- Managing approved cost-sharing arrangements on grants and contracts; and
- Assuring university compliance with federal research regulations.

OFFICE OF THE VICE PRESIDENT FOR RESEARCH
Organizational Structure



*These positions are not adloced to the Division of Research

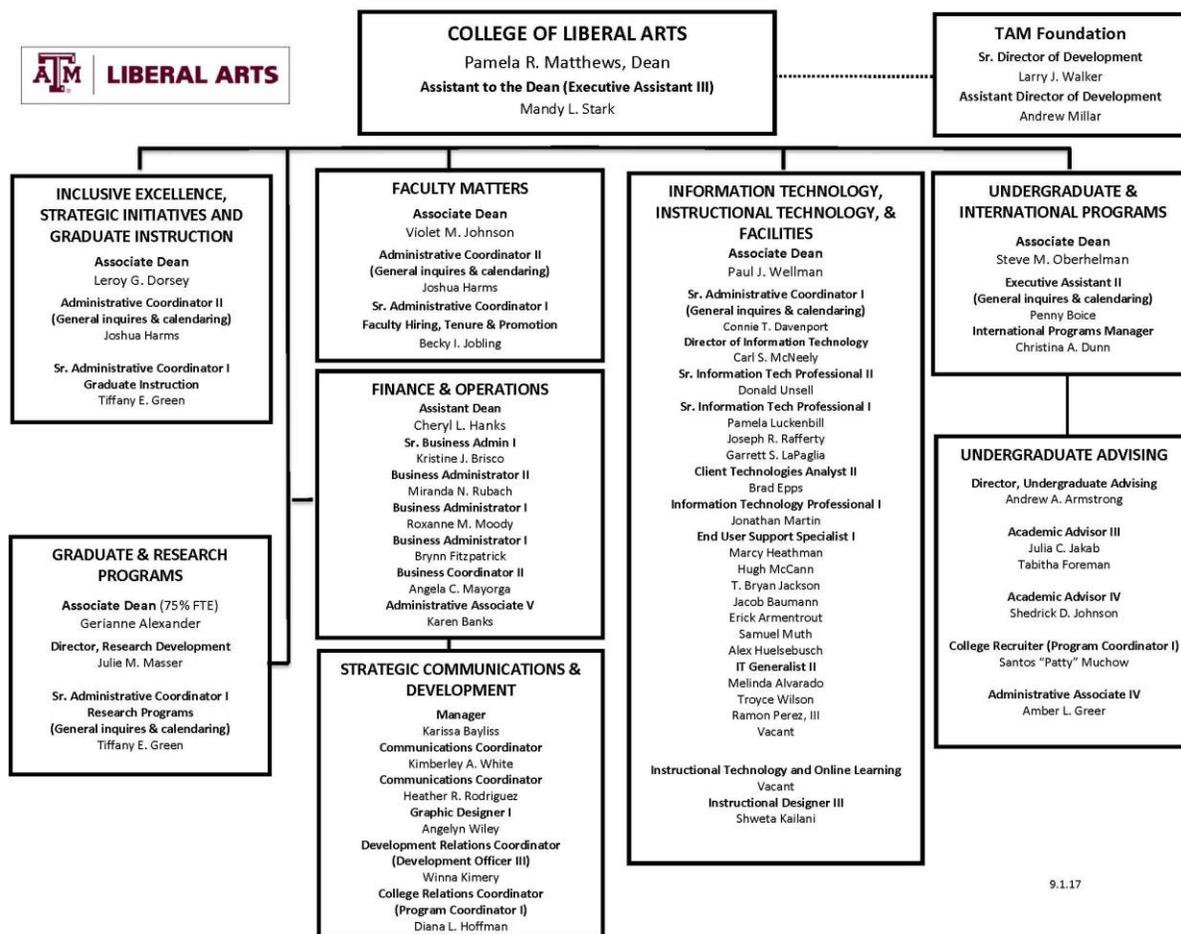
Revised 6/2/2017

² Adopted from the University of Utah's Research Handbook

Dean

Each dean is responsible for the research and other sponsored activities that are conducted in their school or college. The dean (or their designee) is responsible for reviewing, approving, and signing the routing documents in Maestro. The signature of the dean on the routing document:

- Attests that the research or sponsored project is within the university's mission and in the best interest of the university;
- Attests to the appropriateness of the activity within their school or college;
- Acknowledges that the research or sponsored activity conforms to the long or short range plans of their school or college;
- Attests that the dean is aware of the faculty's needs in order to conduct the activities, including but not limited to: space requirements, materials, staffing, matching funds, and any hazards associated with the conduct of the sponsored activity; and
- Attests that the dean is committed to provide any specific requirements including matching funds if the proposal is funded or is assured that funds are available from other sources.



Department Head

The department head is responsible for awareness of all research or sponsored activities that are being conducted in their department. The activities must be approved by the department head prior to submission of a proposal to both the dean and Sponsored Research Services (SRS). The signature of the department head on the routing document indicates that the department head:

- Acknowledges that the research or sponsored activity conforms to the long or short range plans of the department;
- Is aware of the faculty's needs in order to conduct the activities, including but not limited to: space requirements, materials, staffing, cost sharing commitments, and any hazards associated with the conduct of the sponsored activity;
- Is aware of any potential conflict of interest and is willing to manage, eliminate, or minimize the conflict as required by the University's Conflict of Interest Committee, Conflict of Interest Policy, and federal regulations;
- Is committed to provide any specific requirements if the proposal is funded including cost sharing commitments and assures that these requirements will be in place prior to the award; and
- Is committed to the completion of the project within their department if for any reason the PI becomes unable or unwilling to complete the terms of the project. This includes over-expenditures, inappropriate expenses, or non-payments by the sponsor.

IV. ORGANIZATIONAL STRUCTURES

A. Centers & Institutes

A complete listing of the Texas A&M University Centers and Institutes approved by the Board of Regents can be found at <http://ci.tamu.edu/index/publiclist>.

Centers and Institutes approved by the Board of Regents in the College of Liberal Arts include:

Center for Maritime Archaeology and Conservation (Donny Hamilton) <http://nautarch.tamu.edu/cmac>

Through its affiliation with the Institute of Nautical Archaeology and the Department of Oceanography, the Center for Maritime Archaeology and Conservation (CMAC) keeps TAMU in the forefront of nautical, maritime, and underwater archeology research by building on expertise in artifact conservation and advancing underwater mapping technology.

Center for the Study of the First Americans (Michael R. Waters) <http://csfa.tamu.edu>

The mission of the Center for the Study of the First Americans is to pursue research, train students, and stimulate public interest in the Ice Age peopling of the Americas, one of the most important topics in American Archaeology.

European Union Center (Guy D. Whitten) <http://eucenter.tamu.edu>

The primary focus of the European Union Center (EUC) is to support scholarly investigations of public policy with a European context.

Melbern G. Glasscock Center for Humanities Research (Laura Mandell, Interim) <http://glasscock.tamu.edu>

The Glasscock Center is dedicated to fostering and celebrating the humanities and humanities research among the community of scholars at TAMU and in the world beyond the academy.

Race and Ethnic Studies Institute (Verna Keith) <http://resi.tamu.edu>

The mission of the Race and Ethnic Studies Institute (RESI) is to foster research that considers the historical and contemporary salience of race and ethnicity in human groups.

Public Policy Research Institute (Kirby Goidel) <https://ppri.tamu.edu>

The Public Policy Research Institute (PPRI) serves as a leading interdisciplinary government and social policy research organization. Social problems related to the areas of government, education, public health, substance abuse, workforce and employment, aging, and child and family well-being provide the substantive focus of PPRI's work.

The College of Liberal Arts is also home to:

Initiative for Digital Humanities, Media, and Culture (Laura Mandell) <http://idhmc.tamu.edu>

The Initiative for Digital Humanities, Media, and Culture strives to understand people, culture, and human behavior by leveraging digital technology. The mission is to promote humanities and media-studies research using new digital techniques; to cultivate digital projects that preserve, present, and analyze our cultural heritage; to expose the TAMU community to cutting-edge research and pedagogy; and to offer training in new research, publication, and teaching methods.

Institute of Nautical Archaeology (Donny Hamilton) <http://nautarch.tamu.edu>

The Institute of Nautical Archaeology (INA) is a non-profit international research organization committed to locating, excavating, recording, preserving, and publishing archaeological sites of maritime significance—including wrecked and buried ships, submerged ruins, and their associated artifacts. INA was founded over 40 years ago by Dr. George Bass, who in the 1960s pioneered the science of archaeological excavation under water. The mission is to fill in the gaps of history through examination of the vessels that have traveled the world's waterways for millennia as the major vehicles of trade, exploration, colonization, and cultural exchange.

Texas Federal Statistical Research Data Center (Mark Fossett) <http://txrdc.tamu.edu>

The Texas Research Data Center (TXRDC) operates in close collaboration with the U.S. Census Bureau to enable research that expands basic knowledge and provides benefits to the federal statistical system. The TXRDC is part of the national network and serves Texas and the nation by hosting a secure computing lab where qualified researchers with approved projects can conduct research using restricted-access versions of important datasets maintained by the U.S. Census Bureau and other federal agencies.

Reviews: <https://vpr.tamu.edu/resources/VPRCenterandInstitutesGuidelines.pdf/view>

B. Core Facilities

The Division of Research is currently preparing a list of core facilities, defined as “centralized shared research resources that provide access to instruments, technologies, services, as well as expert consultation and other services to investigators.” At this time, the College of Liberal Arts is home to one such resource, the Survey Research Lab.

<https://ppri.tamu.edu/survey-research-lab>

C. University Research Council

The University Research Council (URC) provides advice and assistance to the Vice President for Research on the development of research, research planning, and research policy. The URC reports to the Vice President for Research. Members include the research deans from each college and Division of Research senior administrators.

<https://vpr.tamu.edu/research/faculty-research-community/urc>

College Representative: Gerianne Alexander

D. Council of Principal Investigators

Members of the council are elected representatives of the Principal Investigators from various units of the TAMU research community. As such, it is the responsibility of council members to maintain an effective dialogue with their constituents. <http://cpi.tamu.edu>

College Representatives: Sandra Braman, Steve Maren, and Harland Prechel

V. EXTERNAL RESEARCH FUNDING FAQs

Q. What is the research lingo?

- It is helpful to be knowledgeable about the various terms, definitions and acronyms specific to sponsored research administration. Also agencies and disciplines have their own language and acronyms. Several glossaries are listed in the table below.

Glossaries of Research Grant Terminology

Texas A&M Grant Related Terms	http://mycehd.tamu.edu/sites/default/files/faculty_services/research_office/Glossary%20of%20Terms.pdf
Grants.Gov Grant Terminology	http://www.grants.gov/web/grants/learn-grants/grant-terminology.html
NIH Glossary and Acronym List	http://grants.nih.gov/grants/glossary.htm
NSF Glossary	http://www.nsf.gov/about/glossary.jsp

Q. How do I find funding?

- [Pivot](#) provides researcher profiles and funding opportunities. The profiles are pre-populated through a search of public literature databases, university web sites, online CVs, and can be used as a resource to identify potential collaborators with a desired expertise. You can [request a username and password on their site](#). The [Division of Research](#) of the VPR maintains a page related to [funding opportunities](#) both internal and external.
- Appendix B includes more information, including links, to funding websites of major federal sponsors.

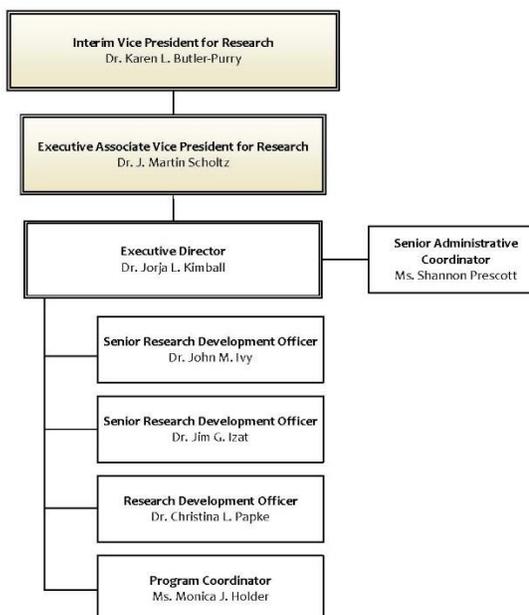
Q. Where can I find proposal development assistance?

- [University Level Proposal Development Resources](https://vpr.tamu.edu) <https://vpr.tamu.edu>
Research Development Services (RDS), a unit of the VPR's Division of Research, assists the TAMU research community through professional development workshops and seminars, research proposal development, and other research development support services.



Browse the [Professional Development Program Calendar](#) or check the *Upcoming Events* list in the bottom right-hand panel to see information about upcoming workshops and seminars, including links to register.

Executive Director: Jorja Kimball



Revised 6/1/2017

- College Level Proposal Development Resources
Julie Masser, Director of Research Strategy and Development, provides research development services to Liberal Arts faculty including consultation at any stage of proposal development.

Q. What is Maestro?

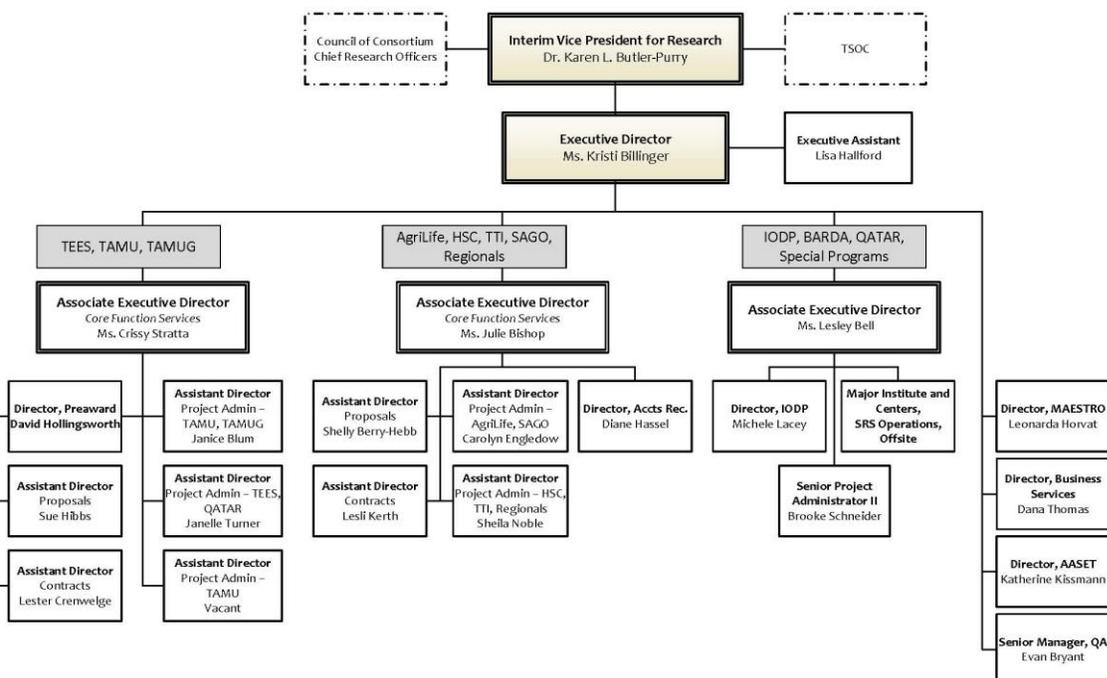
- Maestro is an online tool that supports researchers and research administration across the Texas A&M System where researchers can review their proposals, contract negotiation status, and accounts once awarded. You can also add research keywords to your personal profile, search for people with a specific area of interest, search for funding opportunities, or begin a new proposal.

Maestro Training: Amanda Reitmayer

Maestro User Access Request: Sharon Thigpin

Q. Who are the SRS contacts that will assist in the proposal process?

- Sponsored Research Services (SRS) was created to assist and facilitate faculty in submitting research proposals to federal, state, private, and non-profit sponsors that comply with all applicable regulations. SRS can minimize the administrative burden of the research process. SRS exhibits leadership in research administration by collaborating to develop consistent and efficient procedures. SRS also engages in training and professional development.



Q. What are the roles and responsibilities of SRS?

- See Appendix A for the roles and responsibilities table for Departments, PIs, and SRS.

Q. Who is the Principal Investigator (PI)?

- A PI is the term describing the lead researcher or scholar for a particular well-defined science or academic project who takes direct responsibility for completion of a funded project, directs the research, and reports directly to the sponsor. Since the institutional responsibility for meeting these obligations is vested in the PI, only individuals in the categories listed in the following question are authorized to be PIs or Co-Principal Investigators (Co-PIs) for sponsored projects.
- Guidelines and special conditions for TAMU PI eligibility on sponsored agreements, proposals, and projects are located on the VPR's website at <http://vpr.tamu.edu/researchadmin/FAcompliance/pi-eligibility>.
- TAMUS Standard Administrative Procedure (SAP) for PI eligibility on sponsored agreements with PI, Co-PI definitions and eligibility information are located at <http://rules-saps.tamu.edu/PDFs/15.01.01.M5.01.pdf>.
- PIs in non-faculty/non-faculty equivalent research positions must be granted an exception based on the approval of the VPR or designee. Requests for PI status from the College of Liberal Arts must first be routed through the relevant department head then the Office of the Dean prior to forwarding on to VPR.

Q. What research titles are available and what are the procedures for posting and hiring?

- The following research positions are considered faculty-equivalent:
 - Assistant Research Scientist
 - Associate Research Scientist
 - Research Scientist
 - Postdoctoral Research Associate

Additional information including procedures for posting and hiring can be found on the [Division of Research website](#).

Q. What are indirect costs, our indirect cost rate, and how are indirect costs distributed?

- Indirect costs are legitimately recoverable costs that are not readily identified with a specific sponsored project. They encompass costs such as general administrative expenses, library expenses, departmental administration, sponsored project administration, building and equipment use allowance, and physical plant operation and maintenance. These costs represent a real expense, and when not recovered, represent a loss of research resources. You will also hear these costs referred to as F&A which stand for Facilities & Administration.
- 48.5% (indirect cost rate)
- Indirect costs collected on projects established or renewed after June 1, 2014 are distributed as follows:
 - 20% to the Vice President for Research (VPR)
 - 20% to Sponsored Research Services (SRS)
 - 20% to college
 - 15% to department or unit housing the PI
 - 15% to the Research Development Fund (RDF)
 - 10% to PI incentive funds

[April 2014 Memo from Hussey, Dugas, and Banks related to change in distribution](#)

Q. How do I request a reduction in indirect costs?

- Not all sponsors will allow indirect costs or will only allow an amount that is lower than the federally negotiated rate of 48.5%. When the sponsor allows the full indirect cost rate (48.5%), but there are reasons to request a reduced rate, a PI must submit a [Request for Indirect Cost Waiver](#) which is approved by department head, dean, and senior associate vice president for research. Exceptions require a statement of explanation indicating the benefits to the System and the State of Texas that justify the different rate. Exceptions might include: project supports the academic mission of the department/college; support of graduate students; and only source of funding in an area of significance. Attach a budget to the waiver before submitting to LiberalArts-Research@tamu.edu for dean approval.

Q. What are salary savings?

- Salary savings result when portions of faculty members' salaries are paid by external sources for work performed for these entities. Salary savings generated during the nine-month academic year can be used to support research program costs. These funds are typically distributed to meet the research obligations of the college, departments, and PI. Salary savings are distributed as follows:

- 50% to college
- 30 to department or unit housing the PI
- 20% to PI incentive funds

For more detailed information, review the college guideline located at

<https://libarts.tamu.edu/app/uploads/2017/06/Guidelines-for-Salary-Savings-on-Externally-Funded-Research.pdf>.

Q. What is cost sharing?

- Cost sharing is the portion of the total costs of a sponsored project or program not borne by the sponsor. Terms that may be used to describe cost sharing include “Matching Contributions,” “Third-Party Contributions,” and “In-Kind Contributions.” Cost sharing may originate either as a condition of the award or voluntarily from the system member or principal investigator. Cost sharing occurs whenever any portion of project costs is provided at TAMU expense rather than at the expense of the sponsor. For example, a sponsor may award \$400,000 for research and the college or university may pledge to contribute \$50,000 to buy a piece of equipment needed for the research. Cost sharing also occurs when the university agrees to charge less than the federally allowed overhead (i.e., an amount less than 48.5%).

Mandatory cost sharing is required by the sponsor as a condition of the award and is quantified in the proposal.

Voluntary committed cost sharing is not required by the sponsor, but is quantified in the proposal. Voluntary cost sharing is a charge to the department or college budget for effort devoted to the sponsor’s work and impacts the TAMU rate for recovery of indirect costs. For these reasons, mandatory or voluntary committed cost sharing must be identified and approved in prior to submission of the project.

Q. What is a salary cap?

- A salary cap is a legislatively-mandated provision limiting the direct salary (also known as salary or institutional base salary, but excluding any fringe benefits and F&A costs) for individuals working on NIH grants, cooperative agreement awards, and extramural research and development contracts. The salary limitation rate applies to any individual whose salary is charged directly to awards from these agencies. Although the agency limits the amount of salary that they will provide, the institution is obligated to “top-up” the salary amount to the institutional base salary. Currently the difference between the percentage of total salary and the allowable salary is charged to an unrestricted institutional account held at the college. Since this overage cannot be charged to an NIH grant, it also cannot be used to meet any cost-sharing commitments.

VI. INTERNAL RESEARCH FUNDING OPPORTUNITIES

University-level

- Limited Submission Proposal Selection
Some funding agencies place limitations on the applications they will accept from an institution. A limited submission may refer to limits on the:
 - number of proposals that may be submitted
 - type of institutions that can apply
 - eligibility of applicants by stage of career

The VPR’s office identifies and oversees limited submission proposal opportunities by placing the call for

proposals and selecting these for submission.

An ongoing list of limited submissions can be located at

<https://vpr.tamu.edu/researchdevelopment/funding/lsp/lsp#limited-submission-proposal-opportunities>.

Contact Shelly Martin at shelly.martin@tamu.edu.

- Research Development Fund

Enables one-time investment in shared research infrastructure to enhance competitiveness for multi-project extramural funding and to facilitate new TAMU capacity. <http://rdf.tamu.edu>

Criteria:

- Benefit to TAMU research enterprise
- Addition of new technology or resources
- Transformational “cutting edge”
- Increase competitiveness for federal or other funding
- Need for localized technology
- Multi-unit

- PESCA Grant Program

The PESCA Grant Program supports significant research and scholarly projects that have the potential to lead to the awarding of external funding by agencies and endowments such as major federal research funding agencies, national endowments, institutes, foundations and councils.

<http://vpr.tamu.edu/researchdevelopment/funding/internal/PESCA>

Program Manager: Jim Izat, jizat@tamu.edu

- Arts & Humanities Fellows Program

This program was created to stimulate interactions among scholarly and artistic faculty at TAMU as well as nationally and internationally. Induction as an Arts & Humanities Fellow recognizes extraordinary scholarship and creativity and provides faculty a supportive environment through which to advance their scholarship and creative work, and reward scholarly and artistic merit in their chosen discipline.

<http://vpr.tamu.edu/researchdevelopment/funding/internal/arts-and-humanities/ahfp>

Program Manager: Jim Izat, jizat@tamu.edu

- Texas A&M CAPES (with Brazilian universities)

This program supports research ties between the two countries that yield preliminary results and enable joint applications for extramural funded programs.

<http://vpr.tamu.edu/researchdevelopment/funding/international-research-grant-programs/CAPES/texas-a-m-capes>

Program Manager: Monica Bruno Holder, m-holder@tamu.edu

- Texas A&M-CONACYT (with Mexican universities)

This competitive, peer-reviewed program advances inter-institutional cooperation in science, technology, and scholarly activities through the complementary efforts of scientists and scholars from Texas A&M and eligible Mexican institutions. <http://vpr.tamu.edu/researchdevelopment/funding/international-research-grant-programs/conacyt/welcome>

Program Manager: Monica Bruno Holder, m-holder@tamu.edu

College-level

- SEED Grant

This program supports research, scholarly, or creative programs that provide the potential for sustained professional development and extramural support.

Program Manager: Gerianne Alexander, LiberalArts-Research@tamu.edu

- International Travel Support Grant

Faculty are eligible for \$1500/academic year to present original research or creative works at recognized international meetings (excluding Mexico, Canada or Puerto Rico).

Program Manager: Gerianne Alexander, LiberalArts-Research@tamu.edu

VII. RESEARCH COMPLIANCE

Q. Where can I find information about the use of human or animal subjects?

- [Research Compliance and Biosafety](#)
- [iRIS Portal](#)

Q. What is the TAMU DUNS number? TIN/EIN #?

- 02-027-1826 (DUNS)
- 746000531

VIII. APPENDIX A

PI Responsibility Matrix

The PI Responsibility Matrix lists activity responsibilities for Departments, PIs, and Sponsored Research Services (SRS).

ACTIVITY	RESPONSIBILITY		
	DEPT	PI	SRS
Determine if PI already holds PI status; or request if needed		X	X
Research & identify funding opportunities to support desired activities		X	
Determine which sponsor matches funding interest		X	
If funding opportunity limits the number of submissions, check the VPR Limited Submissions page. For questions, email Shelly Martin at shelly.martin@tamu.edu		X	
Contact SRS Proposal Administrator & notify of intent to submit proposal. https://srs.tamu.edu and provide contact, sponsor guidelines, due date.		X	
Initiate proposal in Maestro			X
Initiate proposal in online system, if individual submits (fellowship) and allow SRS access		X	
Initiate proposal in federal on-line systems (ex: Grants.gov, eRA Commons, Fastlane, etc.)			X
Determine who should be on research/project team & define roles/deliverables		X	
Contact proposed research team members to secure their agreement to participate & obtain supporting documents		X	
Read proposal guidelines & create outline of requirements		X	
Send Letter of Intent if required by due date. If letter of intent requires budget information, this must be coordinated through the SRS proposal administrator		X	
Contact funding sponsor program manager to discuss idea fit if possible		X	
Contact Department Head for any special departmental commitments & obtain supporting documentation	X	X	
Request leave approval if project work will be done off-campus	X	X	
Request approval for the use of the off-campus indirect cost rate, from the Office of Vice President for Research: http://vpr.tamu.edu/researchadmin/resources/forms/forms	X	X	
Assess research risks (human, animal, biohazard, etc.)	X	X	X
Submit documentation & secure approval if study requires IRB (human subjects), IACUC (animal subjects) or IBC (biosafety) approval	X	X	
Prepare proposal narrative & documents needed for routing & submission		X	
Prepare detailed proposal budget		X	X
Complete mandatory cost sharing forms & approvals, if cost sharing required	X	X	X
Complete IDC waiver forms & approvals, if required http://vpr.tamu.edu/researchadmin/resources/forms/forms	X	X	X
Provide partner list & contact info to SRS for sub-awards		X	
Contact vendors for price quotes needed		X	

Collect required texts & documents from team members/sub-awardees		X	X
Obtain letters of commitment/access to facilities if needed		X	
Request Institutional Letter of Support (if required) from Office of the Vice President for Research: http://vpr.tamu.edu/researchadmin/resources/institutional-letter-of-support	X	X	
Load proposal text and documents or complete items online		X	X
Complete PI compliances in Maestro (FCOI, intuitional compliance questions, field of science)		X	
SRS compliance and quality checks & authorize submission to sponsor		X	X
Initiate proposal routing for PI, Dept, College, and Institutional Approvals			X
Submit proposal to the sponsor			X
Post submission sponsor requests/questions/clarifications		X	X
Complete budget revisions		X	X
SRS negotiates award as needed		X	X
SRS accepts award on behalf of Texas A&M & establishes accounts			X
Manage project, science & outcomes/deliverables & provide sponsor required reports		X	
Post award project management -budget revisions, award regulation compliance, sponsor approvals, expenditure allow ability monitoring.			X

IX. APPENDIX B

Federal Funding Opportunities and Notices

Most, if not all, federal sponsors maintain a website that announces and catalogs their active funding opportunities and solicitations. The following table lists major federal sponsors and their funding websites.

Please let us know of any broken links.

Funding Websites for Major Federal Sponsors

Federal Entity	Website
Grants.gov	http://grants.gov
Centers for Disease Control and Prevention	http://www.cdc.gov/funding
Congressionally Directed Medical Research Program (CDMRP)	http://cdmrp.army.mil/funding/default.shtml
Department of Defense	http://www.acq.osd.mil/chieftechologist/funding.html
National Endowment for the Arts	https://www.arts.gov/grants
National Endowment for the Humanities (NEH) Grants Match	http://www.neh.gov/grants
U.S. Environmental Protection Agency (EPA)	https://www.epa.gov/research-grants/research-funding-opportunities
National Institutes of Health (NIH)	http://grants.nih.gov/funding/index.htm
National Science Foundation (NSF)	http://www.nsf.gov/funding/ under SBE Directorate
NSF Dissertation Improvement Awards	http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=13453
National Institute of Justice (NIJ)	http://nij.gov/funding/Pages/welcome.aspx

Funding Opportunities via Federal Listservs

If a sponsor maintains a funding listserv, it is advisable to subscribe to it in order to cut down your search time and to stay abreast of current, expiring, or extended funding opportunities. Some commonly used listservs are:

- [Grants Notification Service Subscription Service](#)
- [National Endowment for the Humanities RSS Feed](#)
- [National Institutes of Health Listserv](#)
- [National Science Foundation E-Mail Subscription service](#)
- [U.S Department of Education EDInfo Mailing List](#)

State Level Funding Opportunities and Notices

- [Texas Education Agency \(TEA\) Grant Opportunities](#)
- [Texas Higher Education Coordinating Board \(THECB\) Research and Project Grants](#)

Foundations/Non-profits Funding Opportunities

Private foundations fund many research projects through Requests for Proposals (RFPs) or through direct contact with PIs. If you are planning to submit a proposal to a foundation, please inform your department head. Note each foundation proposal is unique and requires different supporting documentation.

- A comprehensive web database of U.S. grant makers and their grants focused especially on non-profits and organized philanthropy can be found at [FoundationDirectoryOnline](#) via the Texas A&M subscription (note the subscription indicated by *TAMULib10* at top right of screen).
- Check foundation-specific websites for information about their funding opportunities.
- See [Philanthropy News Digest](#) for information about foundations.

Research Gifts

Research gifts are donations made to the College of Liberal Arts for strategic purposes according to the donors' intent. The Liberal Arts Development Office manages these gifts to our college. Larry Walker, Senior Director of Development for the College of Liberal Arts (lwalker@tamu.edu), assists donors in identifying areas and programs in the college where their support will enhance Texas A&M's capability to be among the best universities.

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Resources for Data Management

- Many government agencies have articulated data management or data sharing policies, including:
 - National Science Foundation
 - National Institutes of Health
 - Centers for Disease Control and Prevention
 - NASA (Earth Science)
 - National Endowment for the Humanities Office of Digital Humanities

NSF Data Sharing Policy <http://www.nsf.gov/bfa/dias/policy/dmp.jsp> and <https://vpr.tamu.edu>

PIs are expected to share with other researchers, at no more than incremental cost and within a reasonable time, the primary data, samples, physical collections and other supporting materials created or gathered in the course of work under NSF grants.

NSF Data Management Plan Requirements

Proposals must include a supplementary document of no more than two pages labeled “Data Management Plan”. This supplementary document should describe how the proposal will conform to NSF policy on the dissemination and sharing of research results.

Data Management: Definition, Support, Responsibilities: <https://www.nsf.gov/bfa/dias/policy/dmpfaq.jsp>

Data Management Planning: Agency requirements, Checklist <http://www.nsf.gov/eng/general/dmp.jsp>

Data Management Tool: Agencies support, Tool, Training <https://dmptool.org>

Data Repositories: Resources for data storage, TAMU libraries <http://guides.library.tamu.edu/DataManagement>

TAMU Libraries: The University's Digital Libraries can assist PIs with data storage. <http://digital.library.tamu.edu>

Evaluation and Assessment http://www.nsf.gov/ehr/Evaluation_Resources.jsp and <https://vpr.tamu.edu>

Evaluation is “systematic investigation of the worth or merit of an object.” Evaluation is not separate from, or added to, a project, but rather is part of it from the beginning. Planning, evaluation, and implementation are all parts of a whole.

Evaluation provides information to help improve the project. Information on whether goals are being met and on how different aspects of a project are working are essential to a continuous improvement process. In addition, and equally important, evaluation frequently provides new insights or new information that was not anticipated. It allows projects to better tell their story and prove their worth. It also gives managers the data they need to report “up the line,” to inform senior decision makers about the outcomes of their investments.

<http://www.nsf.gov/pubs/2002/nsf02057/start.htm>

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Grant Preparation Resources

Online resources to assist investigators in evaluation of their research projects:

- The 2002 User Friendly Handbook for Project Evaluation (NSF)
<http://www.nsf.gov/pubs/2002/nsf02057/nsf02057.pdf>
- User-Friendly Handbook for Mixed Method Evaluations (NSF)
<http://www.nsf.gov/pubs/1997/nsf97153/start.htm>
- Evaluation: Measuring What Works (National Institute of General Medical Sciences)
<https://loop.nigms.nih.gov/2010/10/new-online-evaluation-resource>
- Program Evaluation (Program Performance and Evaluation Office, Centers for Disease Control and Prevention) <http://www.cdc.gov/program/index.htm>
- Evaluation Resources (Alliances for Graduate Education and the Professoriate)
<http://www.nsf.gov/pubs/2016/nsf16552/nsf16552.htm>
- STEM Assessments (Association of American Colleges and Universities) <https://www.aacu.org/node/5623>
- Assessment Resources (PULSE Community – the Partnership for Undergraduate Life Sciences Education)
<http://www.pulsecommunity.org>
- Writing Guides <http://www.aresearchguide.com>
- Guides to Writing Successful Proposals <http://vpr.tamu.edu/researchdevelopment/proposal-development-resources/writingguides>
- American Scientist, The Science of Scientific Writing <http://www.americanscientist.org/issues/feature/the-science-of-scientific-writing>
- Columbia University, Writing a Grant Proposal
http://www.cumc.columbia.edu/dept/qsas/ac_programs/writing.htm
- Foundation Center, Short Course on Grant Writing
<http://foundationcenter.org/learn/shortcourse/prop1.html>
- Jacob Kraicer, The Art of Grantsmanship <http://www.hfsp.org/funding/art-grantsmanship>
- James Madison University Proposal Development Guides
<http://www.jmu.edu/sponsoredprograms/proposal-development-training/index.shtml>
- Boost your Chance of Funding Success <https://obssr.od.nih.gov/insider-tips-to-boost-your-chance-of-funding-success>

- National Organization for Research Development Professionals, Writing a Grant 101
http://www.nordp.org/index.php?option=com_content&view=article&id=45&Itemid=107
- Science Careers Journal, Getting Your Postdoc Grant--It Takes More Than Just Writing!
<http://www.sciencemag.org/careers/1999/09/getting-your-postdoc-grant-it-takes-more-just-writing>
- Science Careers Journal, The Grant Doctor: Advice for Grant Seekers (a series of articles)
<http://www.sciencemag.org/author/grant-doctor>
- Texas A&M Engineering Experiment Station, Proposal Tips, from Before You Write to Writing the Proposal
<http://teesresearch.tamu.edu>
- University of Michigan, Proposal Writer's Guide <http://orsp.umich.edu/proposal-writers-guide-overview>