The best of times and the worst of times:

Maximizing the effectiveness of RD professionals supporting single-project and complex grant proposals in normal times and during pandemics and unexpected situations

NORDP 2021 Virtual Conference

Jennifer Barr
Scientific Editor and Writing Consultant
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Monica Vidal
Grant Development Officer
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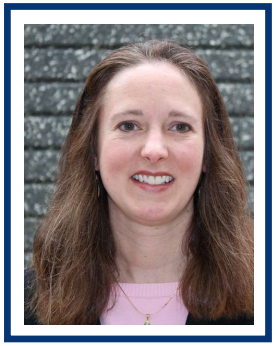


Martha Payne
Research Development Associate, Senior
Duke University

In the past year, what challenges have you faced when assisting with proposal development [Hint: Use underscore(s) for multiple_word_answer]

In this session

- Strategies to enhance interactions with faculty
- Resources to assist with proposal development
- Methods to lead multi-disciplinary teams
- Approaches to support multi-investigator proposals

Interacting with faculty writing single PI-proposals

Jennifer Barr, PhD
Scientific Editor and Writing Consultant
Carver College of Medicine, University of Iowa

Way to maximize effective interactions

- Reminders of services can be helpful
- Use strategies to incentivize communication from faculty
  - Benefits of early communication
  - Consequences of late communication
- Provide links to important information in more than one place
  - One-on-one meetings
  - Email
  - Website
  - Events

One-on-one meetings (in person or virtual)

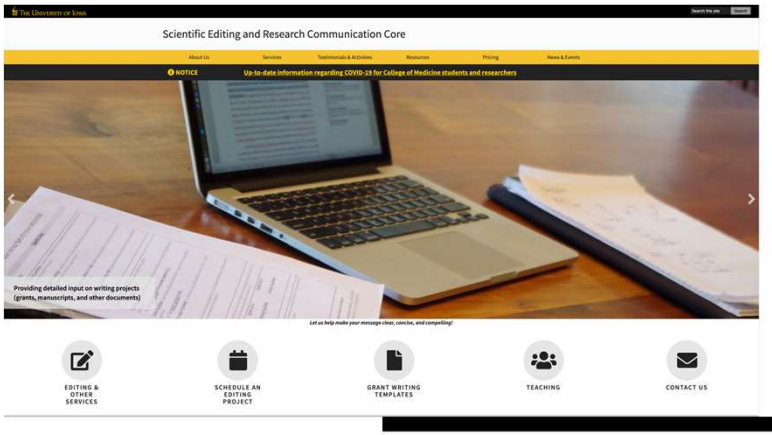
- Clarify confusion regarding services/feedback
- Encourage use of resources
- Inform them of changes to team or services
  - Increase in requests
  - Loss of team capacity

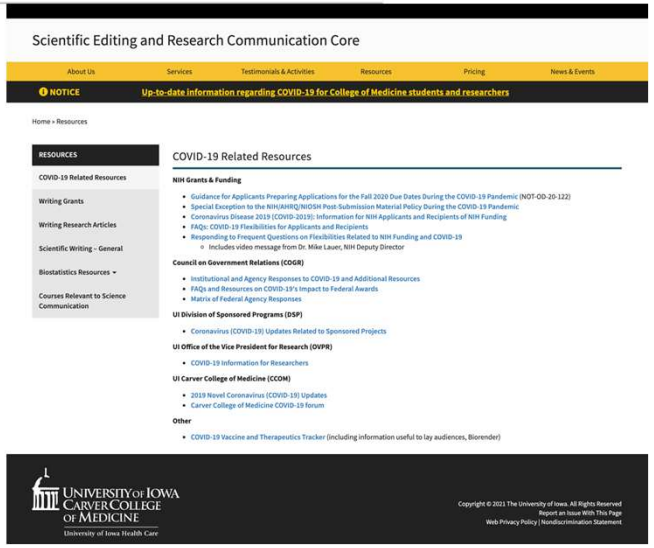
Email

- Individuals or a group
- Changes to funding agency guidelines
- Updates/changes to services
  - Include alternative contact information/working hours if changes in schedule or location

Website

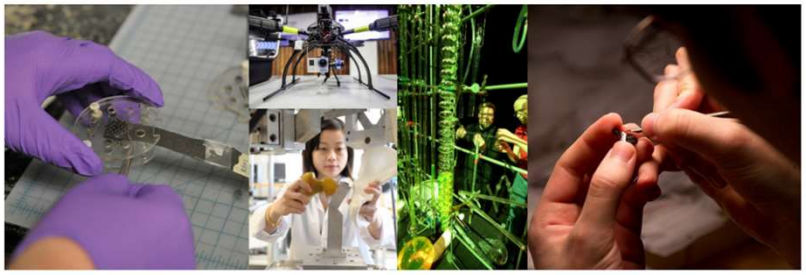
- List policies/guidelines
- Provide easy access to resources
  - Make information easy to navigate
- In unexpected circumstances
  - State policy changes at funding agencies
  - Inform of campus-specific changes or policies





Events

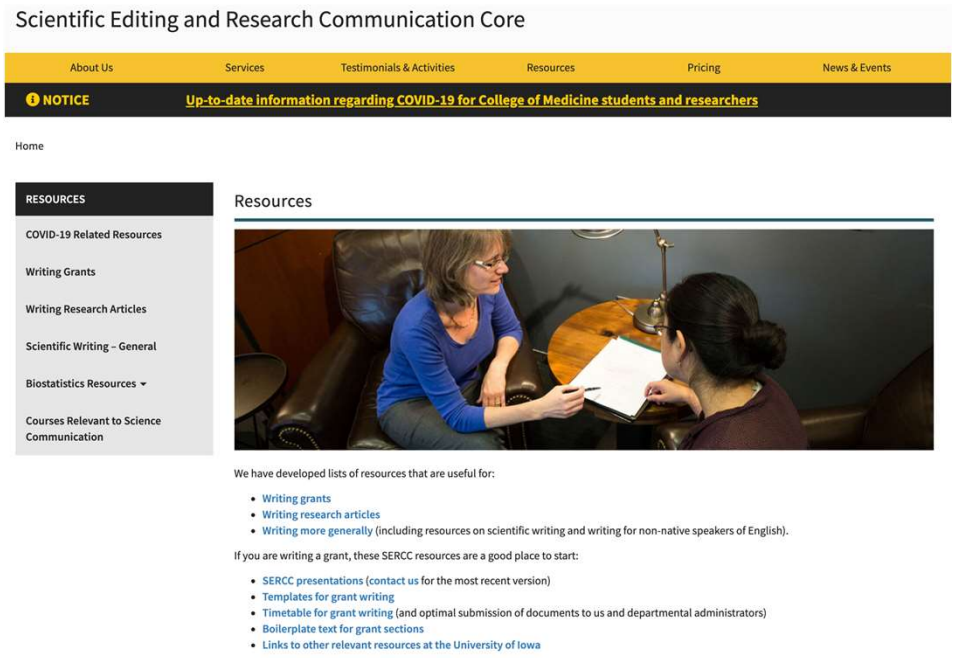
- Entire campus or specific department
- Marketing
- Informational/instructive
- Allows opportunity for casual interactions
  - Sometimes this is where the best ideas are generated



Research Day

Other ways to connect with faculty

- Hold office hours
  - Virtual or in-person
- Use social media
- Generate and encourage use of resources
  - Recorded webinars
  - Templates
  - Timelines



Interactions during unexpected circumstances

- Build in buffer time for projects
- Have a contingency plan for:
  - Power outages/cell phone outages
  - Increased demand
  - Decreased staff
- Download any necessary materials from web-based apps before predicted disasters
- Communicate any changes that will affect faculty on website/via email
- Be patient and flexible

Resources to assist with proposal development

Monica Vidal, PhD
Grant Development Officer
Stanford School of Medicine

Checklist

- Read carefully the RFA/RFP
- List of all required documents
- Brief summary of instructions, specific requirements and review criteria
- Deadlines
- Responsibilities
- Notes

NIH R01 Checklist

Item	Description/Instructions	Responsibility	Internal Due Date	Done
Specific Aims	limit to 1 page			
Project Narrative	a brief paragraph, in layperson's terms; 2-3 sentences			
Project Summary/Abstract	max 30 lines			
Research Strategy	Significance, Innovation and Approach Include Rigor and reproducibility and timeline Limit 12 pages			
Bibliography & References Cited	Include the PMCID when citing applicable papers, you or your collaborators authored or that arise from your NIH-funded research			
Facilities & Other Resources AND Equipment pages				
Stanford				
Iowa				
Duke				
Resource Sharing Plan				
Biosketches				
Stanford				
Iowa				
Duke				
Budget and Justifications	note, should include budget for external monitoring agency for clinical trials and budget for DSMB annual meeting			
Stanford				
Iowa				
Duke				
Letters of Support	*If CTSA resources will be utilized, include a letter from each site CTSA program officer concurring with the specific plan for using these resources*			
Dean				
Collaborator 1				
Collaborator 2				
Consortium Arrangements	For all subawards			
Additional attachments/information for HUMAN SUBJECTS RESEARCH				
Human Subjects Form	Includes fields that need to be filled out online (see Human Subjects Study Record Form)			
Protection of Human Subjects				
Inclusion of Women and Minorities				
Inclusion of Individuals Across the Lifespan	Note, this is a new document. Please see our templates			

Item	Description/Instructions	Responsibility	Internal Due Date	Done
Recruitment and Retention Plan	For a multicenter trial, applicants should survey the potential clinical sites to ensure that recruitment targets can be met. Present the survey results using a table where the rows represent potential clinical sites and the columns include responses to questions from the survey.			
Study Timeline	Applicants must provide detailed project performance and timeline objectives. The proposed milestones must include achievable goals for each stage of the project (see RFA for detailed instructions)			
Inclusion Enrollment Report				
Data and Safety Monitoring Plan				
Overall Structure of the Study Team	Describe a Clinical Site Monitoring Plan including how site adherence to the protocol and consenting process will be ensured, who is responsible for site monitoring, the frequency of planned monitoring activities, and the plan for handling deficiencies. Also describe plans for training and, if needed, certifying site personnel to complete study procedures. Describe a data Management Plan. Describe the composition of any advisory committees. If applicable, include a statement regarding how CTSA program resources will be leveraged.			
Statistical Design and Power	Include details on the analyses specified in the study protocol, description of how the statistical analysis of the primary, secondary and other endpoints will be performed, how the sample sized was determined, how missing data will be handled, plans for interim analyses for safety, efficacy and futility, etc. Discuss the range of conditions that were considered in the simulation and why this range was considered appropriate, how robust the findings were across the range of conditions considered, and how the study will adjust for any design deficiencies the simulations revealed.			
Will the study use an FDA-regulated intervention?	If yes, describe the availability of IP and IND/IDE status.			
Dissemination Plan	Please see template			

Templates

- Valuable starting point
- Add guidance:
  - FOA
  - Specific review criteria
  - Style guides (preferred formatting: font, spacing, headings and subheadings; tables and figure formatting, use of references, use of acronyms)
- Saves time and effort
- Templates can strengthen a proposal's presentation

Templates

Templates are living documents!!!

- Who is going to review them?
- When are you reviewing them?
- How are you keeping track of the changes?

Examples

Core Research Facilities and Research Service Units

Biochemistry Stores

Biochemistry Stores is a part of the Biochemistry Department of the Carver College of Medicine at the University of Iowa. As a research supply storeroom that purchases and dispenses nearly $3 million per year in inventory, the Biochemistry Stores services: all University of Iowa research laboratory units, units of the University of Iowa Hospitals and Clinics, University of Iowa students, Veterans Affairs Medical Center, and any other facilities having funding through the University of Iowa. Biochemistry Stores stocks a broad range of research chemicals, labware, glassware, expendables, and other necessary research supplies, and uses high sales volume to negotiate the purchase of the highest quality inventory at the lowest possible prices. Products are dispensed on a walk-in basis in a quick and efficient manner.

Bioengineering Services

Bioengineering Services provides professional maintenance of The University of Iowa Hospitals and Clinics' patient-care and the Carver College of Medicine's research equipment. Scheduled preventative maintenance, repair and pre-construction and general technical consultation services are available.

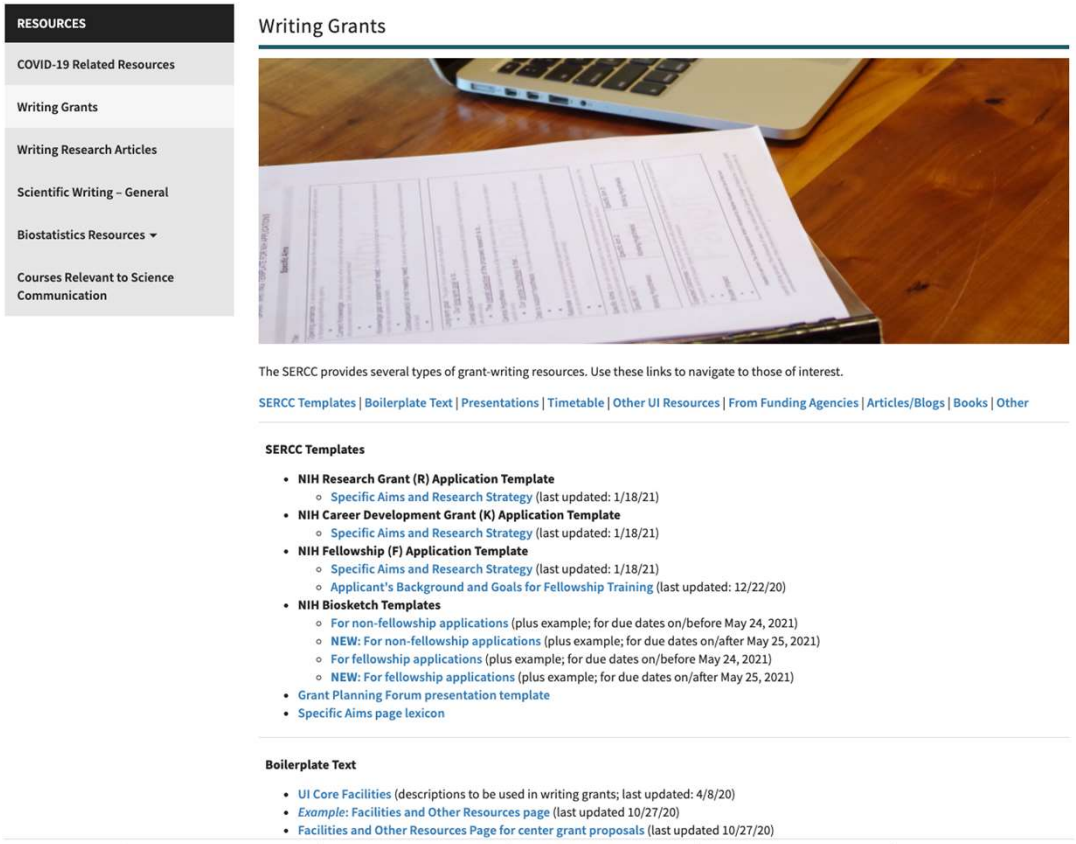
Biomedical Informatics Core

The University of Iowa Institute for Clinical and Translational Science's Biomedical Informatics Core (BMI) helps in the capture, management and analysis of human subjects data. BMI maintains a clinical research data warehouse that contains data from electronic medical records linked to a growing number of external data including bio-sample data, genomic data, and cancer registries. Investigators are able to use tools such as TriNetX to explore this data. BMI also provides access to REDCap for collaborative and compliant data capture and management and to UI BioSHARE to manage information about bio-samples. BMI supports multi-instituional medical record data queries via PCORnet and TriNetX. BMI also has a team of developers to assist with custom application development, especially for mobile device applications and to explore new techniques such as Natural Language Processing (NLP).

Biological Safety Level III Laboratories

The Carver College of Medicine's Biological Safety Level III (BSL3) Laboratory facility provides researchers with state-of-the-art laboratories in which to safely study BSL3 select and non-select agents and toxins regulated by both the Centers for Disease Control and Prevention and the U.S. Department of Agriculture. The facility has been designed to safely accommodate research, clinical, and diagnostic procedures, including animal housing areas for rodents and other small animals. In addition to the animal areas, there are additional individual laboraties to accommodate work for tissue culture, virology, microbiology, and molecular biology. The facility allows up to approximately 10 researchers to work simultaneously.

The BSL3 facility houses a Zeiss Axiovert 200M inverted fluorescence microscope complete with an environmental chamber, allowing researchers to visualize microbe-host cell interactions and responses in real time. This powerful system provides our researchers with the unparalleled ability to perform a range of microscopy experiments that otherwise would not be possible as all BSL3 III samples must be inactivated prior to removal from the laboratory.



RESOURCES

- COVID-19 Related Resources
- Writing Grants
- Writing Research Articles
- Scientific Writing – General
- Biostatistics Resources
- Courses Relevant to Science Communication

Writing Grants

The SERCC provides several types of grant-writing resources. Use these links to navigate to those of interest.

SERCC Templates | Boilerplate Text | Presentations | Timetable | Other UI Resources | From Funding Agencies | Articles/Blogs | Books | Other

SERCC Templates

- **NIH Research Grant (R) Application Template**
  - Specific Aims and Research Strategy (last updated: 1/18/21)
- **NIH Career Development Grant (K) Application Template**
  - Specific Aims and Research Strategy (last updated: 1/18/21)
- **NIH Fellowship (F) Application Template**
  - Specific Aims and Research Strategy (last updated: 1/18/21)
  - Applicant's Background and Goals for Fellowship Training (last updated: 12/22/20)
- **NIH Biosketch Templates**
  - For non-fellowship applications (plus example; for due dates on/before May 24, 2021)
  - **NEW:** For non-fellowship applications (plus example; for due dates on/after May 25, 2021)
  - For fellowship applications (plus example; for due dates on/before May 24, 2021)
  - **NEW:** For fellowship applications (plus example; for due dates on/after May 25, 2021)
- Grant Planning Forum presentation template
- Specific Aims page lexicon

Boilerplate Text

- UI Core Facilities (descriptions to be used in writing grants; last updated: 4/8/20)
- *Example*: Facilities and Other Resources page (last updated 10/27/20)
- Facilities and Other Resources Page for center grant proposals (last updated 10/27/20)

Taken from: https://medicine.uiowa.edu/sercc/resources/writing-grants

Examples

GRANT WRITING TEMPLATE: A STARTING POINT FOR
NIH RESEARCH GRANT (R) APPLICATIONS

Updated: 1/18/2021

Template guidelines: For your grant application, the SERCC strongly recommends using the words that are underlined below including the highlighting (i.e., italics, underlining, bolding). The remaining text in bullet points is provided as a suggestion.

Specific Aims

Opening sentence: *A sentence to immediately capture the reviewers' attention and highlight an area relevant to the targeted program/funding agency.*

-

Current knowledge: *Information about what is known that will allow reviewers to understand the importance of the proposed research. Sets up the gap/unmet need.*

-
-

Knowledge gap or statement of need: *The subject of the proposal; must relate to the previous statements as a next step to advance the field. (Note: It is not essential to use the term "knowledge gap" in this sentence.)*

-

Consequence(s) of not addressing knowledge gap or need: *Explain why failing to address this gap/need will prevent vertical advancement of the field.*

-

Long-term goal: *The goal of your research over multiple funding periods. This must be broader than "overall objective."*

- "Our *long-term goal* is to…"

Overall objective: *What will be accomplished through this project; must link back to the gap/need you are addressing.*

- "The *overall objective* of the proposed research is to…"

Central hypothesis: *What must be tested to attain the objective. This should be broad; details will be provided in specific aims.*

- "Our *central hypothesis* is that…"

Data to support hypothesis: *Your preliminary data (just the punchline), and work by others if relevant.*

-
-

Rationale: *What attaining your objective will allow you to do and how that will advance the field (vertically); must link back to knowledge gap/statement of need.* **[Include only if it is not repetitive of information in the "Why" paragraph.]** *For some mechanisms, it can be useful to instead briefly describe expertise or resources that make you/your team well suited to perform the proposed studies.*

-

Specific Aims: *The aims paragraphs should each contain minimally a title and a working hypothesis. These should make it clear which component of the central hypothesis is tested in that aim—and why. Each title should be broad and open-ended; the working hypothesis can provide the focus of the aim. If you have no room to expand on how you will achieve your aim in an additional sentence or two, make sure that your working hypothesis gives a sense of approach and experimental readout.*

Aim 1: Title Working hypothesis:	Aim 2: Title Working hypothesis:	Aim 3: Title Working hypothesis:

Expected outcomes & broader impact: *What your aims are likely to produce, how that would contribute to the overall objective, and what broader impact this would have on this area of research.*

- "The *expected outcomes* are …"

Broader impact

- "The *broader impact* is…"

Why
What
How
Payoff

Adapted in part from *The Grant Application Writer's Workbook* by Stephen Russell and David Morrison
Scientific Editing and Research Communication Core (SERCC) | The University of Iowa Roy J and Lucille A Carver College of Medicine
COM-ScientificEditing@uiowa.edu | https://medicine.uiowa.edu/editingcore

1

Chris Blaumueller
This template provides guidelines for content that should be included; much of the formatting is meant to highlight concepts (e.g., boxes and watermarks delineate subsections) but **not** to be carried over to the final document. Be sure to cut and paste the content you develop in this document into a fresh one, leaving out:
- all headers and footers
- all body text that is not part of a bullet
- boxes, bullet points, watermarks

Then rewrite the information you've filled in after the bullet points as complete sentences/paragraphs.

Thumbnail view of what a Specific Aims page might look like (for full-page version, see **page 6**):

** This example is from a student's class project and is incomplete.*

Chris Blaumueller
- Bullet points indicate where you should fill in the described information.
- A single bullet point (e.g., under "Opening sentence") indicates that in the final version this will be a single sentence. Multiple bullet points (e.g., under "Current knowledge) indicate that more than one sentence, each with its own point, will probably be needed in the final version.

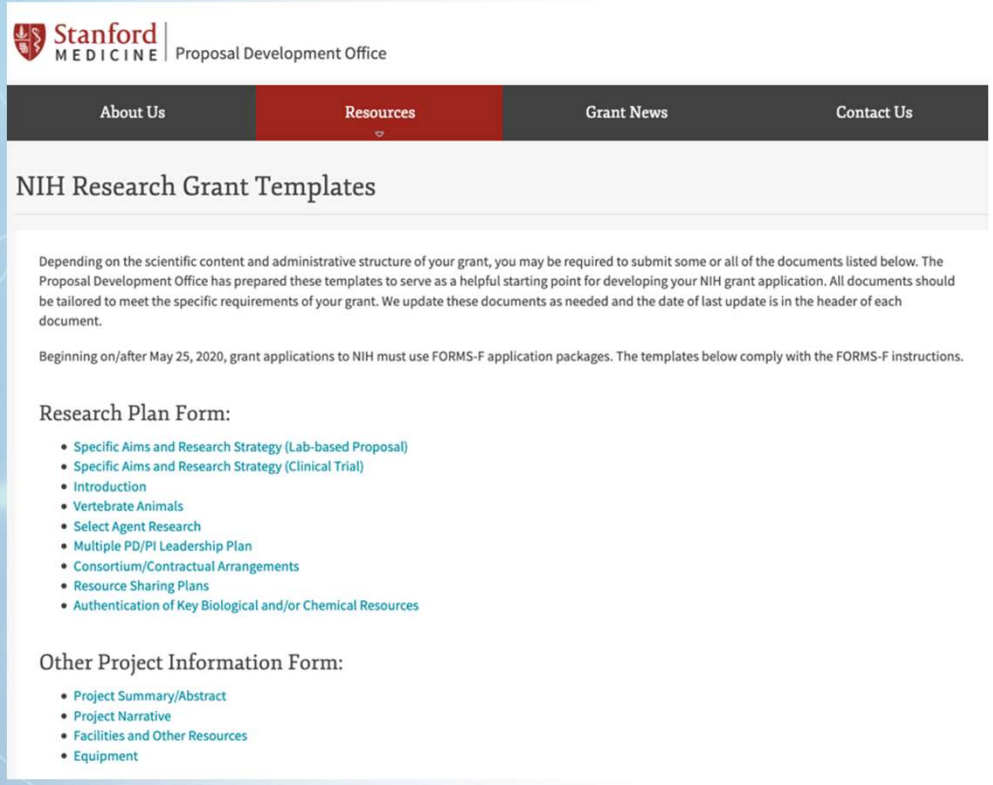
Chris Blaumueller
The term "vertical" distinguishes from horizontal (i.e., incremental) advancement, e.g., discovery of a new mechanism vs. demonstration that a known mechanism works in another cell type.

Chris Blaumueller
In this template, the specific aims are represented side by side to highlight that they should be conceptually parallel, i.e., not dependent on one another. This representation should *not* be used in the final document; as shown in the example on page 6, the aims should be presented in separate paragraphs that span the width of the page.

Taken from: https://medicine.uiowa.edu/sercc/resources/writing-grants

Our experience

- Based on the Russell & Morrison Grant Writing book, NIH guidance and our experience
- Posted online password-protected
- Revised at least 6 months or earlier



Stanford MEDICINE | Proposal Development Office

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NIH Research Grant Templates

Depending on the scientific content and administrative structure of your grant, you may be required to submit some or all of the documents listed below. The Proposal Development Office has prepared these templates to serve as a helpful starting point for developing your NIH grant application. All documents should be tailored to meet the specific requirements of your grant. We update these documents as needed and the date of last update is in the header of each document.

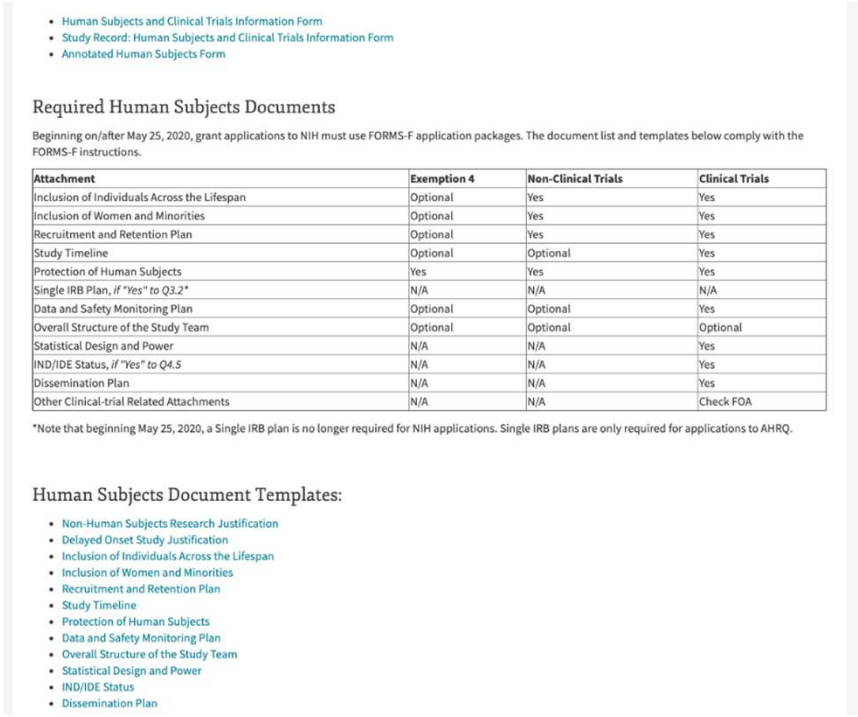
Beginning on/after May 25, 2020, grant applications to NIH must use FORMS-F application packages. The templates below comply with the FORMS-F instructions.

Research Plan Form:

- Specific Aims and Research Strategy (Lab-based Proposal)
- Specific Aims and Research Strategy (Clinical Trial)
- Introduction
- Vertebrate Animals
- Select Agent Research
- Multiple PD/PI Leadership Plan
- Consortium/Contractual Arrangements
- Resource Sharing Plans
- Authentication of Key Biological and/or Chemical Resources

Other Project Information Form:

- Project Summary/Abstract
- Project Narrative
- Facilities and Other Resources
- Equipment



- Human Subjects and Clinical Trials Information Form
- Study Record: Human Subjects and Clinical Trials Information Form
- Annotated Human Subjects Form

Required Human Subjects Documents

Beginning on/after May 25, 2020, grant applications to NIH must use FORMS-F application packages. The document list and templates below comply with the FORMS-F instructions.

Attachment	Exemption 4	Non-Clinical Trials	Clinical Trials
Inclusion of Individuals Across the Lifespan	Optional	Yes	Yes
Inclusion of Women and Minorities	Optional	Yes	Yes
Recruitment and Retention Plan	Optional	Yes	Yes
Study Timeline	Optional	Optional	Yes
Protection of Human Subjects	Yes	Yes	Yes
Single IRB Plan, *if "Yes" to Q3.2**	N/A	N/A	N/A
Data and Safety Monitoring Plan	Optional	Optional	Yes
Overall Structure of the Study Team	Optional	Optional	Optional
Statistical Design and Power	N/A	N/A	Yes
IND/IDE Status, *if "Yes" to Q4.5*	N/A	N/A	Yes
Dissemination Plan	N/A	N/A	Yes
Other Clinical-trial Related Attachments	N/A	N/A	Check FOA

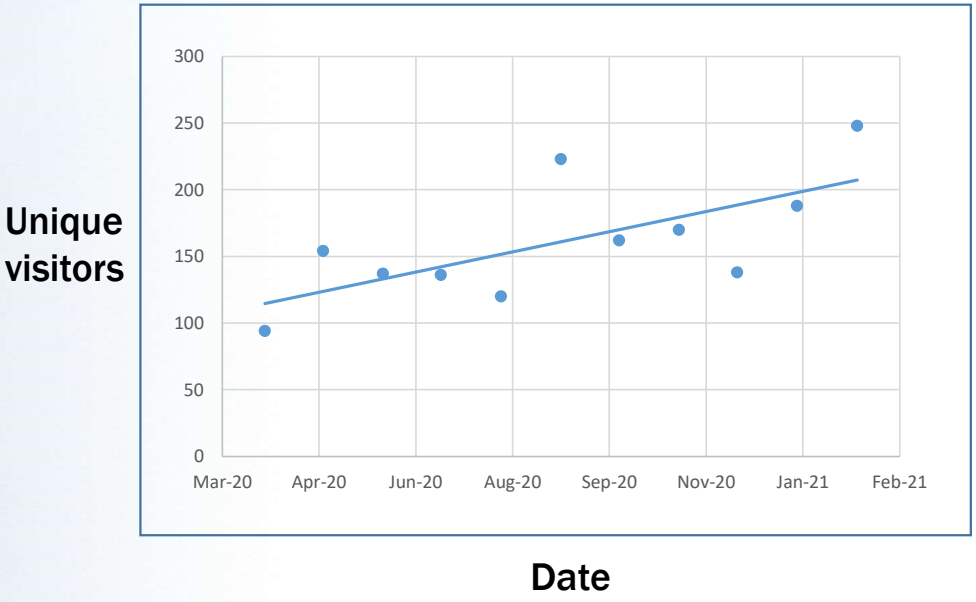
*Note that beginning May 25, 2020, a Single IRB plan is no longer required for NIH applications. Single IRB plans are only required for applications to AHRQ.

Human Subjects Document Templates:

- Non-Human Subjects Research Justification
- Delayed Onset Study Justification
- Inclusion of Individuals Across the Lifespan
- Inclusion of Women and Minorities
- Recruitment and Retention Plan
- Study Timeline
- Protection of Human Subjects
- Data and Safety Monitoring Plan
- Overall Structure of the Study Team
- Statistical Design and Power
- IND/IDE Status
- Dissemination Plan

Our experience

- Since we posted the NIH templates on our website on April 2020, the number of unique visitors has increased
- Positive feedback from investigators



"Templates were invaluable to complete the grant"

"Access to various templates was very helpful to write my first R01"

Resources Summary

- Provide resources that are readily available: checklists and templates
- Checklists will avoid last-minute documents
- Templates will save you and the investigator time and effort

Team dynamics with large proposal development

Michael K. Helms, PhD, MBA
Director of Research Development
Stanford University School of Medicine

Team dynamics with large proposal development

- By large, complex proposals, we mean proposals that have multiple projects and cores, investigators and disciplines, and/or institutions.
- Teams add layers of complexity.
- I will focus three aspects of enhancing teams' performance based on the science of team science[1]:
  - Trust
  - Leadership
  - Communication

1. *Collaboration and Team Science: A Field Guide* (2010) NIH Publication No. 18-7660

Trust

- Start with a kickoff meeting with faculty and RD to:
  - Introduce yourself and what you can do to help the team.
  - Set roles and responsibilities.
  - Set expectations.
  - Share best practices.
  - Answer any initial questions. Provide helpful information.
- In short, quickly become a trusted and well-integrated member of the team.

Leadership

- Collaborative leadership works well to motivate team members.
- Utilize team members' strengths.
- Provide a safe environment and encourage participation.
- Address difficult issues when they arise, a.k.a. opportunities for RD to provide guidance.
  - One or more team members falls behind schedule.
  - Sometimes the lead PI does not take the lead.
  - Not enough meetings are happening.

Communication

- Decide on regular meetings, e.g., weekly.
  - Helps the lead PI monitor the work that is going on.
  - Gives people peer pressure to get their assigned work done.
  - Allows questions to be answered quickly.
  - Allows team members to interact with each other and make decisions about who is doing what and how to be consistent.
- Decide on how to share information and documents.
  - Typical platforms include Box, Dropbox, Google drive, and Slack.
  - Discuss the importance of version control.

Dealing with unexpected situations

- Clarify new rules.
  - What is allowed and what is not?
  - Clarify new deadlines.
  - Communicate directly with sponsors.
- Expect rapid responses.
- Be flexible, including working outside of normal hours.
- Schedule meetings and set up Zoom calls.
- Keep the lead PI informed and your leadership informed.
- Work/negotiate with central office staff.
- Don’t panic and don’t get angry (even if others do).
- Relax when the deadline passes.

Solicit feedback

- After the deadline passes, solicit feedback.
- Circulate a request to complete a short survey (e.g., Qualtrics)
- Maintain records of feedback.

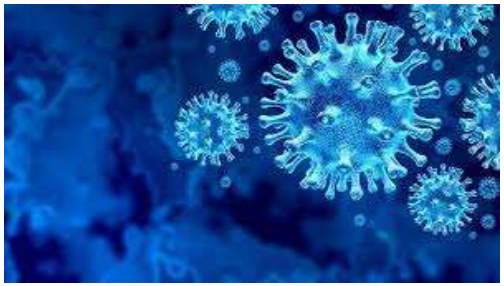
Team Dynamics Summary

- Promote trust, leadership, and communication to help the team be more efficient.
- Be flexible and professional in unexpected circumstances.
- Solicit feedback at the end of each project.

Complex Grants: Tips and Tools

Martha E. Payne, PhD, RD, MPH
Senior Research Development Associate
Office of Research Development
Duke University School of Medicine

Complex grants and COVID



Pre-COVID

- In-person meetings
- More meeting time available for RD
- Team busy

COVID era

- Remote meetings
- More science, less RD
- Team overwhelmed

Need for robust RD support, coordination, communication

Timeline and Tracking Sheet/Checklist

- Plan for and keep track of all pieces of application
  - More components
  - Larger team
  - Special requirements and attachments

The Effects of Chocolate on Humans Working Remotely							3 projects required					
PAR-19-259 - clinical trial optional	OVERALL	Hershey, Ghirardelli (PIs)	ADMIN CORE	Hershey (Center Dir.)	RESEARCH CORE (assessment)	Cadbury (Core Lead)	PROJECT 1 (clinical)	Reese (Project Lead)	PROJECT 2 (metabolism)	Hershey (Project Lead)	PROJECT 3 (behavioral)	Ghirardelli (Project Lead)
SF424 PROPOSAL SECTIONS	Status	Next step	Status	Next step	Status	Next step	Status	Next step	Status	Next step	Status	Next step
Title?												
Key Personnel identified?												
Project Summary/Abstract												
Proj. Narr/Public Health Relevance			not allowed		not allowed		not allowed		not allowed		not allowed	
Facilities and Other Resources (Includes Biohazards)												
Major Equipment												
Biosketches												
Budget -- 1 year and all project period	$10M directs over 5 yrs		PI: 2.4 months effort (min. across Center)		Core Lead: 1.8 months effort (min)		Project Lead: 1.8 months effort (min)		Project Lead: 1.8 months effort (min)		Project Lead: 1.8 months effort (min)	
Budget Justification												
Introduction - 1 page	not allowed		not allowed		not allowed		not allowed		not allowed		not allowed	
Specific Aims - 1 page												
Research Strategy	12 pages		6 pages		12 pages		12 pages		12 pages		12 pages	
Bibliography/References Cited												
Progress Report Publication List	not allowed		not allowed		not allowed		not allowed		not allowed		not allowed	
Vertebrate Animals	optional (at Overall level)		n/a									
Human Subjects and Clinical Trial Information	1 clinical trial, 1 other study (2 records)		n/a		Other requested information		Other requested information		Other requested information		Other requested information	
Consortium/Contractual Arrangements	n/a		n/a		n/a		n/a		n/a		n/a	
Multiple PI Plan			n/a		n/a		n/a		n/a		n/a	
Select Agent Research	n/a		n/a		n/a		n/a		n/a		n/a	
Letters of Support												
Resource Sharing Plan (data, model organisms, genomic). See FOA for details.												
Authentication of Key Biol/Chem Resources												
Assignment Request Form			n/a		n/a		n/a		n/a		n/a	
Appendix	very few materials allowed											
Other Attachments:	(see below)		n/a		n/a		n/a		n/a		n/a	
Foreign_Justification	n/a - no foreign component		n/a - no foreign component		n/a - no foreign component		n/a - no foreign component		n/a - no foreign component		n/a - no foreign component	
Center Organizational Structure. Diagram should demonstrate how the interactions among the Center components will achieve the stated goals. Filename: *Center_Organizational_Structure.pdf*			n/a		n/a		n/a		n/a		n/a	
Table of Research Core Utilization. To help reviewers determine the relationship between the Research Cores and the Research Projects, a table must be provided that indicates the percentage use of each core relative to the individual projects. Filename: *Table_of_Research_Core_Utilization.pdf*			n/a		n/a		n/a		n/a		n/a	

Complex Grants – Human Subjects

- More likely to have multiple studies
  - Attachments and data for each study

- Determine where to attach the study record
  - Self-contained vs. spanning multiple components
  - Attach cross-component study to Overall
    - Other Requested Information (≥3)

Weekly email to team

- Highlights, activities, meetings, status updates, items needed
- Develop over course of the week
- Get input for content from PI
- Distribute Thursday or Friday

7/16/2020
Hi Folks,

Influence of Fruit Consumption on Memory and Cognition in Older Individuals – weekly updates:
--- 98 DAYS UNTIL SUBMISSION ---

Circulation and Review of Specific Aims & Research Strategies
2nd drafts have been circulated and are under review. 😊

The Plan:
Jul 3-Jul 17: Team/Martha review Draft 2 and provide feedback to Core Leads
Jul 18-Aug 1: Project/Core Leads incorporate feedback and send Draft 3 to Martha & Multi-PIs

Table. Reviews

Component	Status (to my knowledge)	Reviewers (Draft 2)
Administrative Core	Draft 2 under review	Chadwick Cherry, Lucy Lemon
Clinical Intervention Project (CIP)	Draft 3 in development! 😊	Pedro Passionfruit, Tia Tangerine
Neuroimaging Project (NIP)	Draft 2 under review	Betty Blueberry, Simón Strawberry
Metabolomics Project (MP)	Draft 2 under review	Pedro Passionfruit, Chadwick Cherry
Health Assessment Core (HAC)	Draft 2 under review	Tia Tangerine, Lucy Lemon
Analysis Core (AC)	Draft 2 was circulated today	Betty Blueberry, Simón Strawberry

Other Current Activities
Budgets – Draft Budgets and Budget Justifications are in process. Please contact Keith Kumquat, Research Administrator, if you have questions.

Human Subjects – Betty has circulated a revised list of human subjects studies for review/updates by Leads (someone, please add Pilot-2 information). Once list is clarified, I will follow up about materials that will be required for each (based on the NIH Human Subjects Study Fillable Form).

Progress Report Publication Lists – Tia and Keith are developing an Endnote library that will be used to create component-specific publication lists (by **Jul 31**) for review/revision by Leads; revised lists will be included in materials for external review.

Miscellaneous (abbreviations and terms – please use consistently across application)
Project abbreviations
Pilot studies: Pilot-1, Pilot-2, etc.

Terms
Per RFA, each component leader should be designated as 'Core Lead' or 'Project Lead'

Meeting recap (Jul 15)
Developed draft of conceptual model, to be finalized at next meeting (see in Box folder under \diagrams).
Decided sample size for clinical intervention (N=250).

Upcoming Meetings (2nd Thursdays 9:30-11a, and 3rd Wednesdays 2:30-4p)
Aug 13 Finalize conceptual model
Aug 19 Letters of Support

Dates unavailable in July

Chadwick: Jul 19-22 (conference)
Tia: Jul 17-27 (vacation)
Please send dates/days when you anticipate being unavailable (vacation/staycation, conferences, clinic days, teaching times, etc.) so that I may include in weekly update.

Items Needed:
Biosketches – Please send to me in Word format as soon as feasible. Project/Core Leads: please provide a list of Key Personnel and request Biosketches for anyone who was not part of the initial request.

Please let me know if you have any questions.

Thanks, and have a great week!
Martha

Weekly email to team

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Biosketches – Please send in Word format as soon as feasible.

Gold stars for the following people who have already provided their Biosketches!
Chadwick Cherry
Lucy Lemon
Pedro Passionfruit
Tia Tangerine

Items Needed:
Biosketches – I've received 30/32 (need for Betty Blueberry, Simón Strawberry)

Facilities and Other Resources – need for **Neuroimaging Project, Analysis Core**

Weekly email to team – Benefits

- Team more informed
- Appreciation of research development
- Prevent problems
- Promote accountability
- Responsive

Key takeaways

- Use a variety of methods to connect with faculty
- Provide resources that are readily available
- Understand that RD assistance of team proposals is critical, but role may shift
- Be patient and flexible

Questions and open discussion