

# Government Grant Opportunities Beyond the R01: A Primer

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EXCEPTIONAL CARE. WITHOUT EXCEPTION.

# Agenda

- Government Grant Opportunities – A Broad Overview
- The Department of Health & Human Services-Agencies & Priorities
- The NIH System Agencies, Opportunities & Pathways
- Resources and First Steps

# Session Objectives

By the End of this session, participants will:

- Find your way to the different NIH institutes and other U.S. government funding opportunities and understand the various grant mechanisms to apply under beyond the R01.
- Have a toolkit filled with important links to government grant resources.
- Know the first steps to take before you begin developing a government grant proposal.

# Government Agencies with Grant Opportunities

US Agency for International Development (USAID)  
Corporation for National and Community Service (CNCS)  
Department of Agriculture (USDA)  
Department of Commerce (DOC)  
Department of Defense (DoD)  
Department of Education (DoE)  
Department of Energy (DE)  
Department of Energy- Office of Science (DE-OFS)  
Department of Health and Human Services (DHHS)  
Department of Justice (DOJ)  
Department of Treasury (DoT)  
Department of Homeland Security (DHS)  
Department of Housing and Urban Development (HUD)  
Department of State (DOS)  
Environmental Protection Agency (EPA)  
Institute of Museum and Library Services (MLS)  
National Aeronautics and Space Administration (NASA)  
National Endowment for the Arts (NEA)  
National Endowment for the Humanities (NEH)  
National Science Foundation (NSF)  
Department of Labor (DOL)  
Department of Transportation (DOT)  
Department of Interior (DOI)  
Veteran Affairs Office (VA)

Table 1. Federal Research and Development Funding by Agency, FY2011-FY2013  
(Budget authority, dollar amounts in millions)

Department/Agency	FY2011 Actual	FY2012 Estimated	FY2013 Request	Dollar Change 2012-2013	Percent Change 2012-2013
Defense	77,500	72,739	71,204	-1,535	-2.1%
Health and Human Services	31,186	31,153	31,400	247	0.8%
Energy	10,673	11,019	11,903	884	8.0%
NASA	9,099	9,399	9,602	203	2.2%
National Science Foundation	5,486	5,680	5,904	224	3.9%
Commerce	1,275	1,258	2,573	1,315	104.5%
Agriculture	2,135	2,331	2,297	-34	-1.5%
Veterans Affairs	1,160	1,164	1,166	2	0.2%
Transportation	953	944	1,076	132	14.0%
Interior	757	796	854	58	7.3%
Homeland Security	664	577	729	152	26.3%
Environmental Protection Agency	584	568	580	12	2.1%
Other	1,242	1,241	1,532	291	23.4%
Total (a)	142,714	138,869	140,820	1,951	1.4%

Source: Executive Office of the President, OMB, Analytical Perspectives, Budget of the United States Government, Fiscal Year 2013, Table 22-1.

(a) Totals may differ from the sum of the components due to rounding.

# Department of Health & Human Services

The Department of Health and Human Services (HHS) strives to accomplish its mission of keeping Americans safe and healthy by administering effective health and human services programs and fostering advances in the sciences underlying medicine, public health, and social services.

Kathleen Sebelius  
Secretary, Health and Human Services  
FY 2012 Summary of Performance and Financial Information

# Department of Health & Human Services

## The HHS Strategic Plan identifies five strategic goals:

- 1. Strengthen Health Care (88%)
- 2. Advance Scientific Knowledge and Innovation (3%)
- 3. Advance the Health, Safety, and Well-Being of the American People (7%)
- 4. Increase Efficiency, Transparency, and Accountability (2%)
- 5. Strengthen the Nation's Health and Human Services Infrastructure and Workforce (1%)

# Department of Health & Human Services

- In addition to the Strategic Goals, HHS established **six Agency Priority Goals** for FY 2012-FY 2013:
  - 1. Increase the proportion of health centers that are nationally recognized as Patient Centered Medical Homes** from 1 percent to 25 percent
  - 2. Reduce the national rate of healthcare-associated infections** by demonstrating significant, quantitative, and measurable reductions in hospital-acquired central line-associated bloodstream infections and catheter-associated urinary tract infections
  - 3. Increase the number of eligible providers who receive an incentive payment from the CMS Medicare and Medicaid Electronic Health Records (EHR) Incentive Programs for the successful adoption or meaningful use of certified EHR technology to 230,000 (Improve Health IT)**



# Department of Health & Human Services

4. **Improve the quality of early childhood programs for low-income children** through implementation of the Quality Rating and Improvement Systems in the Child Care and Development Fund, and through implementation of the Classroom Assessment Scoring System (CLASS: Pre-K) in Head Start
5. **Reduce annual adults' cigarette consumption** in the United States from 1,281 cigarettes per capita to 1,062 cigarettes per capita, which represents a 17.1 percent decrease from the 2010 baseline
6. **Decrease the rate of Salmonella Enteritidis illness** in the population from 2.6 cases per 100,000 to 2.1 cases per 100,000

# Department of Health & Human Services - 11 Different Agencies

- Administration for Children & Families (ACF)
- Administration for Community Living (ACL)
- Agency for Healthcare Research & Quality (AHRQ)
- Agency for Toxic Substances & Disease Registry (ATSDR)
- Centers for Disease Control & Prevention (CDC)
- Centers for Medicare & Medicaid Services (CMS)
- Food and Drug Administration (FDA)
- Health Resources and Services Administration (HRSA)
- Indian Health Services (IHS)
- National Institutes of Health (NIH)
- Substance Abuse & Mental Health Services Administration (SAMHSA)

<http://www.hhs.gov>

# Department of Health & Human Services Overview

Administration for Children & Families (ACF) promotes the economic and social well-being of families, children, individuals and communities.

## Agency Priorities:

- Assets for Independence
- Early Childhood Development
- Emergency Preparedness
- Evaluation Policy
- Faith Based and Neighborhood Partnerships
- Health Care Reform
- Healthy Marriage
- Hispanic Initiative
- Human Trafficking
- Interoperability
- Responsible Fatherhood Initiative
- Tribal

<http://www.acf.gov>

# Department of Health & Human Services Overview

[Administration for Community Living](#) (ACL)- brings together the efforts of the Administration on Aging and the Administration on Intellectual and Developmental Disabilities to increase access to community support and resources for the unique needs of older Americans and people with disabilities across the lifespan.

## Agency Priorities:

- Aging- Administration on Aging
- Administration on Intellectual and Developmental Disabilities
- Center for Disability and Aging Policy

<http://www.acl.gov>

# Department of Health & Human Services Overview

[The Agency for Healthcare Research and Quality](#) (AHRQ) is responsible for supporting research designed to improve the quality of healthcare, reduce its costs, address patient safety and medical errors, and broaden access to essential services.

## **Agency Priorities:**

- Health IT & Meaningful Use
- Patient-Centered Outcomes Research
- Improving Diagnostic Performance in Ambulatory Care
- Priority Populations Research
- Health Issues of Minority Women
- Research on Healthcare-Associated Infections

<http://www.ahrq.gov>

# Department of Health & Human Services Overview

[Agency for Toxic Substances and Disease Registry](#) (ATSDR) is responsible for the prevention of exposure to toxic substances and the prevention of the adverse health effects and diminished quality of life associated with exposure to hazardous substances from waste sites, unplanned releases, and other sources of pollution present in the environment.

## **Agency Priorities:**

- Environmental Health Education
- Hazmat Education & Training
- Bioterrorism Response
- Board of Scientific Counselors
- State-based Cooperative Agreements & Initiatives
- Tribal Affairs

<http://www.atsdr.gov>

# Department of Health & Human Services Overview

[Centers for Disease Control and Prevention](#) (CDC) is charged with protecting the public health of the Nation by providing leadership and direction in the prevention of and control of diseases and other preventable conditions, and responding to public health emergencies.

## **Agency Priorities:**

- Diseases and Conditions
- Healthy Living
- Emergency Preparedness and Disaster Response
- Injury, Violence & Safety
- Environmental Health
- Workplace Safety & Health
- Global Health
- Data & Statistics

<http://www.cdc.gov>

# Department of Health & Human Services Overview

[Centers for Medicare & Medicaid Services](#) (CMS) combines the oversight of the Medicare program, the Federal portion of the Medicaid program and State Children's Health Insurance Program, the Health Insurance Marketplace, and related quality assurance activities.

## **Agency Priorities:**

- Covering More Americans
- Illness Prevention
- Coordinating Coverage for Lower Healthcare Costs
- Medicare and Medicaid Research

<http://www.cms.gov>



# Department of Health & Human Services Overview

[Food and Drug Administration](#) (FDA) is charged with ensuring that food is safe, pure, and wholesome; human and animal drugs, biological products, and medical devices are safe and effective; and electronic products that emit radiation are safe.

## **Selected Agency Priorities:**

- Advancing safety and effectiveness of medical products
- Driving Biomedical Innovation
- Address the unmet public health need of targeted populations
- Advance food safety and Nutrition
- Tobacco Regulation, Prevention & Control

<http://www.fda.gov>

# Department of Health & Human Services Overview

[Health Resources and Services Administration](#) (HRSA) is the primary Federal agency for improving access to health care services for people who are uninsured, isolated or medically vulnerable.

## **Agency Priorities:**

- Access to Healthcare for underserved populations
- Training and Education
- Public Health Emergency Response
- National Health Service Corps
- Mothers & Children
- HIV/AIDS programs

<http://www.hrsa.gov/index.html>

# Department of Health & Human Services Overview

[Indian Health Service](#) (IHS) provides a comprehensive health services delivery system for American Indians and Alaska Natives, with opportunity for maximum tribal involvement in developing and managing programs to meet their health needs.

## Agency Priorities:

- The physical, mental and social health and well-being of American Indians and Alaska Natives
- Access to Public Health Services for target populations

<http://www.ihs.gov/>

# Department of Health & Human Services Overview

Substance Abuse & Mental Health Services Administration (SAMHSA) leads public health efforts to advance the behavioral health of the nation. SAMHSA's mission is to reduce the impact of substance abuse and mental illness on America's communities.

## Agency Priorities:

- **Help people with mental and substance use disorders**
- **Support the families of people with mental and substance use disorders**
- **Build strong and supportive communities**
- **Prevent costly behavioral health problems**
- **Promote better health for all Americans**

<http://www.samhsa.gov/>

# Department of Health & Human Services Overview

[National Institutes of Health](#) (NIH) supports biomedical and behavioral research domestically and abroad, conducts research in its own laboratories and clinics, trains promising young researchers, and promotes acquisition and distribution of medical knowledge.

## Agency Funding Categories:

- Research Grants
- Career Development Awards
- Research Training & Fellowships
- Program/Project Center Grants
- Resource Grants
- Trans-NIH Programs
- International Training
- Ruth L. Kirschstein National Research Service Award
- Researcher Education & Training pathways

# National Institutes Of Health

## 27 Institutes and centers:

- National Cancer Institute
- National Eye Institute
- National Heart, Lung, and Blood Institute
- National Human Genome Research Institute
- National Institute on Aging
- National Institute on Alcohol Abuse and Alcoholism
- National Institute of Allergy and Infectious Diseases
- National Institute of Arthritis and Musculoskeletal and Skin Diseases
- National Institute of Biomedical Imaging and Bioengineering
- Eunice Kennedy Shriver National Institute of Child Health and Human Development

# National Institutes Of Health

- National Institute on Deafness and Other Communication Disorders
- National Institute of Dental and Craniofacial Research
- National Institute of Diabetes and Digestive and Kidney Diseases
- National Institute on Drug Abuse
- National Institute of Environmental Health Sciences
- National Institute of General Medical Sciences
- National Institute of Mental Health
- National Institute on Minority Health and Health Disparities
- National Institute of Neurological Disorders and Stroke

# National Institutes Of Health

- National Institute of Nursing Research
- National Library of Medicine
- Center for Information technology
- Center for Scientific Review
- Fogarty International Center
- National Center for Complimentary and Alternative Medicine
- National Center for Advancing Translational Sciences
- NIH Clinical Center

<http://www.nih.gov/icd/>



# National Institutes Of Health Grant Types

## Construction- C series

### **C06- Research Facilities Construction Grants**

To provide matching Federal funds, up to 75 percent, for construction or major remodeling to create new research facilities. In addition to basic research laboratories, this may include, under certain circumstances, animal facilities and/or limited clinical facilities where they are an integral part of an overall research effort.

## Fellowship Opportunities- F series

- **F31, Predoctoral Individual Ruth L. Kirchstein National Research Service Award (NRSA).** To provide predoctoral individuals with supervised research training in specified health and health-related areas leading toward the research degree (e.g., Ph.D.). (also Minority Students and Students with Disabilities )

# National Institutes Of Health Grant Types

## Fellowship Opportunities- F series (Continued)

- **F32, Ruth L. Kirchstein National Research Service Award for Individual Postdoctoral Fellows.** To provide postdoctoral research training to individuals to broaden their scientific background and extend their potential for research in specified health-related areas.
- **F33, NIH Ruth L. Kirchstein National Research Service Awards for Senior Fellows,** To provide opportunities for experienced scientists to make major changes in the direction of research careers, to broaden scientific background, to acquire new research capabilities, to enlarge command of an allied research field, or to take time from regular professional responsibilities for the purpose of increasing capabilities to engage in health-related research.

# National Institutes Of Health Grant Types

## Career Development Awards – K Series

### **K01- Mentored Research Scientist Development Award.**

Career development in a new area of research.

3-5 yrs; Salary determined by the sponsoring Institute.

**K02- Independent Scientist Award.** Develop the career of the funded scientist. 5 yrs; 75% effort.

**K05- Senior Scientist Award.** For outstanding scientists with a sustained level of high productivity. 5 yrs; 75% effort; Funding determined by the sponsoring Institute

# National Institutes Of Health Grant Types

## Career Development Awards – K Series (cont'd.)

**K07- Academic Career Award.** Developmental/Leadership in academic instruction, research, administration. 2-5 yrs, 25-75% effort; requires institutional sponsorship.

**K08- Mentored Clinical Scientist Development Award.** Development of the independent clinical research scientist. 3-5 yrs; 75% effort.

**K12- Mentored Clinical Scientist Development Program Award.** Support to an institution for the development of independent clinical scientists. 5 yrs; 75% effort; initiated by the educational institution. (NCI NCRR NIA NIDA NIDCR supported)

# National Institutes Of Health Grant Types

## Career Development Awards – K Series (Cont'd.)

### **K18- Career Enhancement Award for Stem Cell Research.**

Supports full-time or part-time training in the use of human or animal embryonic, adult, or cord blood stem cells. Usually 6 months to 1 year (up to 2 years allowed) full or part-time.

(NIDDK, NIAAA, NIAID, NHLBI, and NINR participate.)

- **K22- Career Transition Award.** Support to an individual postdoctoral fellow in transition to a faculty position. (NCI NEI NHGRI NHLBI NIAID NICHD NIDA NIDCR NIDDK NIEHS NINDS NINR)
- **K23- Mentored Patient-Oriented Research Career Development Award.** Development of the independent research scientist in the clinical arena. 3-5 yrs, 75% commitment.

# National Institutes Of Health Grant Types

## Career Development Awards – K Series (Cont'd.)

**K24- Midcareer Investigator Award In Patient-Oriented Research.** Development of clinical mentors conducting funded research. 3-5 years, 25 to 50% effort.

**K25- Mentored Quantitative Research Career Development Award.** To foster interdisciplinary collaboration in biomedical research by supporting career development experiences for scientists with quantitative and engineering backgrounds. 3-5 yrs; 75% effort.

**K30- Clinical Research Curriculum Development**  
Institutional award for development of a clinical research curriculum. 5 yrs; up to \$200,000 per year.

# National Institutes Of Health Grant Types

## Program Projects and Center Grants- P Series

**P01- Research Program Projects** support multidisciplinary or multifaceted research programs that have a focused theme. Each component project should be directly related to and contribute to the common theme.

**P20- Exploratory Grants.** To support planning for new programs, expansion or modification of existing resources, and feasibility studies to explore various approaches to the development of interdisciplinary programs that offer potential solutions to problems of special significance to the mission of the NIH. These exploratory studies may lead to specialized or comprehensive centers.

# National Institutes Of Health Grant Types

## Program Projects and Center Grants- P Series (Cont'd.)

**P30- Center Core Grants.** To support shared use of resources and facilities for categorical research by investigators from different disciplines who provide a multidisciplinary approach to a joint research effort, or by investigators from the same discipline who focus on a common research problem. The core grant is integrated with the center's component projects or Program Projects, though funded independently from them. This support, by providing more accessible resources, is expected to assure greater productivity than that provided through the separate projects and Program Projects.



# National Institutes Of Health Grant Types

## Program Projects and Center Grants- P Series (Cont'd.)

### **P41- Biotechnology Resource Grant Program**

**P50- Specialized Center Grants.** To support any part of the full range of research and development from very basic to clinical; may involve ancillary supportive activities such as protracted patient care necessary to the primary research or R & D effort. The spectrum of activities comprise a multidisciplinary attack on a specific disease entity or biomedical problem area. These grants differ from program project grants in that they are usually developed in response to an announcement of the programmatic needs to an Institute or Division and subsequently receive continuous attention from staff. Centers may also serve as regional or national resources for special research purposes.

# National Institutes Of Health Grant Types

## Research Grants- R Series

**R01- Modular Research Grant Application**, The modular research grant procedures will affect the NIH peer review process by enabling reviewers to evaluate proposed project budgets on the basis of a general, expert estimate of the total effort and resources required to conduct the proposed research. Reviewers will recommend changes in a proposed project's budget in \$25,000 modules. NIH Institute staff will continue to make all final award decisions.

**R01- Research Project**, To pursue a scientific focus or objective in the PI's area of interest and competence. Institutional sponsorship assures the NIH that the institution will provide facilities necessary to conduct the research and will be accountable for the grant funds. Applications are accepted for health-related research and development in all areas within the scope of the NIH's mission.

# National Institutes Of Health Grant Types

## Research Grants- R Series

**R03- Small Research Grants.** Small grants provide research support, specifically limited in time and amount, for activities such as pilot projects, testing of new techniques, or feasibility studies of innovative, high-risk research, which would provide a basis for more extended research.

**R13- Conference.** Funding for conferences to coordinate, exchange, and disseminate information related to the funder's program interests. Generally, such awards are limited to participation with other organizations in supporting conferences rather than provision of sole support.

# National Institutes Of Health Grant Types

## Research Grants- R Series

**R15- The NIH Academic Research Enhancement Awards (AREA).** To enhance the research environment of educational institutions that have not been traditional recipients of NIH research funds, this award provides limited funds to those institutions' faculty members to develop new research projects or expand ongoing research activities in health sciences and to encourage students to participate in the research activity.

**R18- Research Demonstration and Dissemination Projects.** Provide support designed to develop, test, and evaluate health service activities, and to foster the application of existing knowledge for the control of categorical diseases.

**R21, Exploratory/Developmental Grants.** Encourage the development of new research activities in categorical program areas. (Generally restricted in level of support and duration.)

# National Institutes Of Health Grant Types

## Research Grants- R Series

### **R41- Small Business Technology Transfer (STTR) Grants**

- **Phase I.** To support cooperative R&D projects between small business concerns and research institutions, limited in time and amount, to establish the technical merit and feasibility of ideas that have potential for commercialization.

### **R42, Small Business Technology Transfer (STTR) Grants**

- **Phase II.** To support in-depth development of cooperative R&D projects between small business concerns and research institutions, limited in time and amount, whose feasibility has been established in Phase I and that have potential for commercial product(s) or service(s).

# National Institutes Of Health Grant Types

## Research Grants- R Series (Cont'd.)

**R43- Small Business Innovation Research Grants (SBIR) - Phase I.** Support projects, limited in time and amount, to establish the technical merit and feasibility of R&D ideas that may ultimately lead to commercial products or services.

**R44, Small Business Innovation Research Grants (SBIR) - Phase II.** Support in-depth development of R&D ideas whose feasibility have been established in Phase I that are likely to result in commercial products or services.

## Training Grants-T Series

**T32- NIH National Research Service Award – Institutional Research Training Grants.** Enable institutions to make National Research Service Awards to individuals selected by them for pre-doctoral and postdoctoral research training in shortage areas.

# National Institutes Of Health Grant Types

## Training Grants-T Series (Cont'd.)

**T34- MARC Undergraduate NRSA Institutional Grants,** To enable minority institutions to make National Research Service Awards to individuals selected by them for pre-doctoral and postdoctoral research training in the biomedical and behavioral sciences.

## Cooperative Agreements- U Series

- **U01- Research Project.** To support a discrete, specified, circumscribed project to be performed by the named investigator(s) in an area representing his specific interest and competencies.

# National Institutes Of Health Grant Types

## Cooperative Agreements- U Series (Cont'd.)

- **U10- Cooperative Clinical Research.** To support clinical evaluation of various methods of therapy and/or prevention in specific disease areas. These represent cooperative programs between sponsoring institutions and participating principal investigators, and are usually conducted under established protocols.
- **U19- Research Program.** To support a research program of multiple projects directed toward a specific major objective, basic theme or program goal, requiring a broadly based, multidisciplinary and often long-term approach.



# National Institutes Of Health Grant Types

## Cooperative Agreements- U Series (Cont'd.)

**U54- Specialized Center.** To support any part of the full range of research and development from very basic to clinical; may involve ancillary supportive activities such as protracted patient care necessary to the primary research or R&D effort. The spectrum of activities comprises a multidisciplinary attack on a specific disease entity or biomedical problem area. These differ from program project in that they are usually developed in response to an announcement of the programmatic needs of an Institute or Division and subsequently receive continuous attention from its staff. Centers may also serve as regional or national resources for special research purposes, with funding component staff helping to identify appropriate priority needs.

# National Institutes Of Health Grant Types

## Cooperative Agreements- U Series (Cont'd.)

**U56- Exploratory Grants.** To support planning for new programs, expansion or modification of existing resources, and feasibility studies to explore various approaches to the development of interdisciplinary programs that offer potential solutions to problems of special significance to the mission of the NIH. These exploratory studies may lead to specialized or comprehensive centers. Substantial Federal programmatic staff involvement is intended to assist investigators during performance of the research activities, as defined in the terms and conditions of award.

# Grant Tips

- No two institutes fund the same exact mechanisms- Do your homework and be sure that the grant type you are applying for is supported by your sponsoring institute, covering your field/area of expertise.
- Speak with the Program Officer listed on the RFA to vet your idea and be sure it is in line with what they are seeking.
- HHS has more than 135 key performance measures tied to its strategic goals. <http://www.hhs.gov/strategic-plan/appendixb.html> Match your program with these Goals and performance measures for a competitive advantage.
- Remember: There are many other options for grants outside of HHS, including DOJ, State Funding and Foundation funding. Contact your Development Department Specialist to help you today!

## Resources & Information

1. <http://www.hhs.gov/budget/2013-programinventory/program-inventory-introduction.html>
2. <http://www.hhs.gov/budget/2013-programinventory/federal-program-inventory.html>
3. [http://report.nih.gov/categorical\\_spending.aspx](http://report.nih.gov/categorical_spending.aspx)
4. <http://grants.nih.gov/training/extramural.htm>
5. [http://www.hhs.gov/budget/spfi\\_fy\\_2012.pdf](http://www.hhs.gov/budget/spfi_fy_2012.pdf)
6. <http://www.hrsa.gov/grants/hhsgrantspolicy.pdf>
7. <http://grants.nih.gov/grants/financial/>
8. <http://www.hhs.gov/strategic-plan/appendixb.html>
9. <http://www.grants.gov/web/grants/home.html>
10. <http://www.mass.gov/portal/>
11. <http://www.mass.gov/eohhs/researcher/community-health/masschip/>
12. <http://www.comm-pass.com/>

## Now What? First Steps

1. Think of a project idea and find a matching grant opportunity/RFA.
2. Do your due diligence to make sure the idea is innovative and competitive. Get feedback from the proposal officer listed on the RFA, colleagues, mentors, and peers. Check the literature.
3. Obtain permission to develop and submit the grant from your department chair. Make sure your research is within the realm of the research priorities of the department.
4. Develop a Logical Framework Matrix to help you develop your idea. Examples can be found at:  
<https://www.google.com/search?q=logical+framework+matrix&tbm=isch&tbo=u&source=univ&sa=X&ei=R46nUq2KDuHesAT99lGoCg&ved=0CCoQsAQ&biw=1280&bih=836>

## Now What? First Steps

5. Gather your team and if possible, call in the Development Department (BMC)/OSP (BU) to get assistance in preparing your proposal.
6. Solidify your idea and team and create a timeline.
7. Work with Development or your Office of Sponsored Programs to develop the proposal, complete the necessary paperwork, etc.
8. Hold a Red Team Review of your proposal 2-3 weeks prior to the due date giving you time to make necessary changes to the project prior to the due date.
9. Submit your completed proposal at least 5 days prior to the due date to the OSP/GA department for review.
10. Relax! If unfunded, go back to step 1.

# Thank You!

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