Tapping into Funding from Non-Profit Organizations:
How to Diversify your Research Portfolio

SGIM Annual Meeting
April 11, 2008
Pittsburgh, PA
Speakers and Organizers

Moderator:
- Sunil Kripalani, MD, MSc – Vanderbilt University

Panelists:
- Anne C. Beal, MD, MPH – The Commonwealth Fund
- Virginia Krawiec, MPH – American Cancer Society
- John W. Williams, MD, MHSc – Duke University
- John Z. Ayanian, MD, MPH – Harvard University

Additional Faculty:
- Raquel Charles, MD – Johns Hopkins University
- Leo Morales, MD, MPH – UCLA
- Christina Wee, MD, MPH – Harvard University

Co-Sponsored by the SGIM Research Committee
Session at a Glance

1. Overview
   - Major sources of non-profit funding
   - Types of awards
   - Search engines and other resources

2. Perspective of 2 non-profit organizations

3. Lessons learned from successful applicants

4. Open discussion

5. Wrap-up and evaluations
Learning Objectives

1. Name at least 5 non-profit funding organizations and their priorities
2. Describe how to identify suitable funding opportunities
3. Compare application procedures for non-profit organizations and the NIH
4. Discuss successful application strategies
Major Sources of Funding

- **Non-Profit**
  - Healthcare foundations
    - The Commonwealth Fund
  - Healthcare organizations
    - American Cancer Society
  - Professional societies
    - American Heart Association

- **For-Profit Companies (Charitable Arm)**
  - Pharmaceutical, insurance companies
Characteristics of Funders

- Each one is different!
- Review mission, program areas, application procedures
- Large foundations want impact
- Healthcare organizations and professional societies usually disease specific, but lots of leeway
Program Areas of Major Healthcare Foundations

- The Commonwealth Fund
  - High performance health system, special populations, international health policy & practice

- Robert Wood Johnson Foundation
  - Building human capital, childhood obesity, health insurance coverage, pioneer, public health, quality/equality, vulnerable populations

- Gates Foundation
  - Global health, education
Program Areas of Major Healthcare Foundations

- MacArthur Foundation
  - Housing, community & economic development, policy, mental health, research networks

- Doris Duke Charitable Foundation
  - Clinical research, African health

- WK Kellogg Foundation
  - Vulnerable populations, diversity, health care quality and access, policy

- Hartford Foundation
  - Elder care
Major Professional Society Grant Programs

- American Heart Association
- American Diabetes Association
- American Medical Association
- American College of Physicians
- American Society of Health System Pharmacists Foundation
Types of Grants Available

- Career Development Awards
  - RWJ, ACS, ADA, Doris Duke, Hartford
- Big Impact Awards
- Contracts
- (Small) Project Awards
Project Awards

- Shorter applications, quicker turn-around than NIH R03 application
- Great source of pilot funds
- Can use to leverage another grant
- Compatible with K23, K08
- My own experience:
  - American Heart Association ($65K x4yrs)
  - Pfizer Health Literacy Initiative ($65K x2yrs)
  - American Society of Health System Pharmacists Foundation ($20K x2yrs)
Online Resources and Search Engines

- **Funding Search Tools**
  - Community of Science (www.cos.com)
  - GrantsNet (www.grantsnet.org)
  - Foundation Center (foundationcenter.org)
  - InfoEd (www.infoed.org)
  - IRIS (www.library.uiuc.edu/iris)
  - ResearchResearch (www.researchresearch.com)

- **Alerting Services**
  - Community of Science
  - IRIS
  - Forum: Funding Opportunities Showcase

- **Other Helpful Sites**
Community of Science

- www.cos.org
- Institutional subscription
Community of Science (COS) is the leading global resource for hard-to-find information critical to scientific research and other projects across all disciplines. We aggregate valuable information so you spend less precious time and money searching for the information you need, leaving you more time and money for your projects.

Find funding with COS Funding Opportunities: search the world's most comprehensive funding resources, with more than 22,000 records representing nearly 400,000 opportunities, worth over $3.3 billion.

Identify experts and collaborators with COS Expertise: search among 800,000 profiles of researchers from 1,600 institutions throughout the world. Discover who's doing what - current research activity, funding received, publications, patents, new positions and more.

Promote your research with a COS Profile: showcase your research and expertise among researchers and scholars from universities, corporations and nonprofits in more than 175 countries. Use convenient tools to keep your CV updated and accessible.
# COS Funding Opportunities™

**Search Criteria**

- **All Fields:** (e.g., genom* or genetic*)
  - kidney OR renal

- **Sponsor:** (e.g., "National Institutes of Health" or NIH)
- **Title:** (e.g., medical w/3 fellowship)
- **Abstract:** (e.g., "economic development")

- **Deadline:**
  - on or after
  - on or before
  - Continuous or undefined deadlines

- **Internal Coordination:**
  - Internal Coordination Required

- **Amount:** (e.g., 25000)
  - Unspecified

- **Keywords:**
  - add keywords | clear

- **Activity Location:**
  - (Select from the List) more locations | clear

- **Requirements:**
  - PhD or MD or Other Professional
  - Graduate Student
  - Undergraduate Student
  - Academic Institution

- **United States:**

**Clear Fields** | **Do the Search**
# COS Funding Opportunities™

Refine Your Query | New Query | Previous Searches | Download Citations | Save Search

Query: (kidney OR renal) AND (Requirements=(PhD or MD or Other Professional)) AND (Citizenship=(United States or United States or Unrestricted or Unspecified))) AND (Funding Type=(Research)) AND (Sponsor Type=(Private Foundation or Academic Institution or Professional Society or Association)))

<table>
<thead>
<tr>
<th>R</th>
<th>Grant Title</th>
<th>Sponsor</th>
<th>Deadline</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Council on Renal Nutrition (CRN) Research Grants Program</td>
<td>National Kidney Foundation Professional Councils Research Grant Program</td>
<td>Oct 16, 2008</td>
<td>see record</td>
</tr>
<tr>
<td>2</td>
<td>Affiliate Research Grant Program</td>
<td>National Kidney Foundation of Ohio, Inc.</td>
<td>Apr 16, 2008</td>
<td>$60,000</td>
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<tr>
<td>3</td>
<td>Lazaro J. Mandel Young Investigator Award</td>
<td>American Physiological Society (APS) Society Awards</td>
<td>Nov 01, 2008</td>
<td>$7,500</td>
</tr>
<tr>
<td>4</td>
<td>Research Fellowship</td>
<td>National Kidney Foundation Scientific Research Support Program</td>
<td>Nov 30, 2008</td>
<td>$50,000</td>
</tr>
<tr>
<td>5</td>
<td>Clinical Scientist Award</td>
<td>National Kidney Foundation Scientific Research Support Program</td>
<td>Nov 30, 2008</td>
<td>see record</td>
</tr>
<tr>
<td>6</td>
<td>Alaska Kidney Foundation-ASN Research Grant</td>
<td>American Society of Nephrology (ASN) Grants and Funding</td>
<td>Feb 01, 2008</td>
<td>$200,000</td>
</tr>
<tr>
<td>7</td>
<td>Young Investigator Grant Program</td>
<td>National Kidney Foundation Scientific Research Support Program</td>
<td>Nov 30, 2008</td>
<td>$100,000</td>
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<tr>
<td>8</td>
<td>ASN-ASP Junior Development Grant in Geriatric Nephrology</td>
<td>American Society of Nephrology (ASN) Grants and Funding</td>
<td>Feb 01, 2008</td>
<td>$150,000</td>
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<tr>
<td>9</td>
<td>Carl W. Gottschalk Research Scholar Award</td>
<td>American Society of Nephrology (ASN) Grants and Funding</td>
<td>Feb 01, 2008</td>
<td>$200,000</td>
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<td>10</td>
<td>Herman Siegel Research Scholar Grant</td>
<td>American Society of Nephrology (ASN) Grants and Funding</td>
<td>Feb 01, 2008</td>
<td>$200,000</td>
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<tr>
<td>11</td>
<td>Fostering Young Investigators - Federal Services Junior Investigator Grant Program</td>
<td>American Society of Health-System Pharmacists (ASHP) Research and Education Foundation Funding Opportunities</td>
<td>Dec 03, 2008</td>
<td>$25,000</td>
</tr>
<tr>
<td>12</td>
<td>Council of Nephrology Nurses and Technicians (CNNT) Research Grants Program</td>
<td>National Kidney Foundation Professional Councils Research Grant Program</td>
<td>Oct 16, 2008</td>
<td>see record</td>
</tr>
<tr>
<td>13</td>
<td>Council of Nephrology Social Workers (CNSW) Research Grant Program</td>
<td>National Kidney Foundation Professional Councils Research Grant Program</td>
<td>Oct 16, 2008</td>
<td>see record</td>
</tr>
<tr>
<td>14</td>
<td>Hainan Foundation-ASN Research Grant</td>
<td>American Society of Nephrology (ASN) Grants and Funding</td>
<td>Feb 01, 2008</td>
<td>$200,000</td>
</tr>
<tr>
<td>15</td>
<td>International Cardiovascular Fellowship Program</td>
<td>Oregon Medical Foundation - Altus Medical Research Institute</td>
<td>Dec 16, 2008</td>
<td>$50,000</td>
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<td>COS Unique Id:</td>
<td>88889</td>
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<tr>
<td>Title:</td>
<td>Carl W. Gottschalk Research Scholar Award</td>
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<tr>
<td>Sponsor:</td>
<td>American Society of Nephrology (ASN) Grants and Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsor Type:</td>
<td>Professional Society or Association</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Deadline:</td>
<td>February 1, 2008</td>
<td></td>
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<tr>
<td>Deadline Note:</td>
<td>ASN must receive the application, including reference letters and CD with pdf file, by the deadline.</td>
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<tr>
<td>Amount:</td>
<td>$100,000</td>
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<tr>
<td>Amount Note:</td>
<td>The award will provide $100,000 annually for two years, beginning July 1, and will cover salaries and supplies related to the candidate’s research proposal. A maximum of 10 percent ($10,000) may be used to cover indirect costs at the candidate’s sponsoring institution. Grant funds use is restricted as follows: 1. Salary/Pt/fee: A maximum of $70,000 may be applied to the principal investigator’s salary, including fringe benefits. 2. Supplies: Any or all of the funds can be used for research supplies or support salary of research assistant. 3. Equipment: Funds cannot be used to purchase equipment that costs more than $5,000; unless such purchase is clearly justified in the research plan and approved by the ASN. 4. Restrictions: Funds cannot be used for travel, or for clinical or administrative time.</td>
<td></td>
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<tr>
<td>Eligibility:</td>
<td>The applicant must - be within seven years of initial faculty appointment and may be in the last two years of a mentored award; - be able to show evidence of progress toward capability to oversee an independent research project or its equivalent; - be resident of North America; - be an active member of the ASN (full dues-paying membership) (at the time of submission, applicant’s membership must be current and his or her dues paid); and - hold an M.D. or Ph.D. or equivalent degree. Appointments to full-time faculty must be confirmed in writing by the Department Chair, indicating the date of first full-time faculty appointment, and providing assurance that the department will provide needed resources for conducting independent research (laboratory and office space, salary support, and protected research time of at least 75 percent). It must be assured that the proposed project is independent of previous mentors. Applicants are allowed to have currently, or have had previously, extramural (NIH or Foundation) mentored career development award funding (e.g., NIH K08). However, total grant funding cannot exceed $140,000 in annual direct costs. Applicants cannot have a previous or current NIH R01 or VA Merit Award.</td>
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</tr>
</tbody>
</table>
Alerting Services

- Funding Alerts
  - Customized list of funding opportunities through weekly emails
  - COS and IRIS
- RSS feeds
  - COS
SGIM Forum: Funding Opportunities Showcase

<table>
<thead>
<tr>
<th>Agency</th>
<th>Proposal Name</th>
<th>Content</th>
<th>Max. Amount</th>
<th>Due</th>
<th>URL or Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Federal Grants</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>NIAID</td>
<td>HIV Treatment Adherence Research (R01, R09, R21, R34)</td>
<td>HIV treatment adherence and intervention strategies to promote, improve, and sustain adherence</td>
<td>Varies</td>
<td>Jan 7</td>
<td><a href="https://grant.nih.gov/grants/guide/pdfs/PA-07-335.html">link</a></td>
</tr>
<tr>
<td>NHLBI</td>
<td>Improving Heart Failure Disease Management (R01, R18, R21)</td>
<td>Research to identify and improve heart failure management tools</td>
<td>Varies</td>
<td>Feb 5 &amp; 16</td>
<td><a href="https://grant.nih.gov/grants/guide/pdfs/PA-07-355.html">link</a></td>
</tr>
<tr>
<td>NIDDK</td>
<td>Identifying and Reducing Diabetes and Obesity Related Health Disparities Within Healthcare Systems (R01)</td>
<td>Research to address identified factors of barriers that result in disparate outcomes within a health care system</td>
<td>Varies</td>
<td>Feb 5</td>
<td><a href="https://grant.nih.gov/grants/guide/pdfs/PA-07-395.html">link</a></td>
</tr>
<tr>
<td>NHLBI</td>
<td>Ancillary Studies in Clinical Trials (R01)</td>
<td>Time-sensitive ancillary studies in conjunction with ongoing clinical trials related to heart, lung, blood diseases, and sleep disorders</td>
<td>$250,000/yr</td>
<td>Jan 18</td>
<td><a href="https://grant.nih.gov/grants/guide/pdfs/PA-08-001.html">link</a></td>
</tr>
<tr>
<td>AHRQ</td>
<td>AHRQ Health Services Research (R01, R09)</td>
<td>Research to improve health outcomes, to improve patient safety, and to identify strategies for cost-effective care</td>
<td>$300,000/yr</td>
<td>Feb 5 &amp; 16</td>
<td><a href="https://grant.nih.gov/grants/guide/pdfs/PA-07-243.html">link</a></td>
</tr>
<tr>
<td></td>
<td><strong>Foundation Grants</strong></td>
<td></td>
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</tr>
<tr>
<td>AHA</td>
<td>Grant-in-Aid (Beginning Grant-in-Aid)</td>
<td>Cardiovascular function and disease, or stroke</td>
<td>$132,000</td>
<td>(varies by region)</td>
<td><a href="http://www.americanheart.org/grants/identifier=99713">link</a></td>
</tr>
<tr>
<td>AHA</td>
<td>National Scientist Development Grant</td>
<td>Cardiovascular disease and stroke</td>
<td>$100,000</td>
<td>Jan 10</td>
<td><a href="http://www.americanheart.org/grants/identifier=99713">link</a></td>
</tr>
<tr>
<td>ADA</td>
<td>Research Awards</td>
<td>Diabetes and its complications</td>
<td>$500,000</td>
<td>Jan 15</td>
<td><a href="https://www.diabetes.org/diabetes-research/research_grant-application-forms/motor-neurals-research-awards.jsp">link</a></td>
</tr>
<tr>
<td>AGA</td>
<td>Pilot Research Award</td>
<td>Gastroenterology or Hepatology-related areas</td>
<td>$25,000</td>
<td>Jan 14</td>
<td><a href="http://www.fda.gov/aboutfda/permall=121">link</a></td>
</tr>
<tr>
<td>ASN</td>
<td>ASH Research Grant</td>
<td>Nephrology-related research</td>
<td>$200,000</td>
<td>Feb 1</td>
<td><a href="https://www.americanrenalassociation.org/funding/greenebank-grants.aspx">link</a></td>
</tr>
</tbody>
</table>
Other Helpful Sites

- **Council on Foundations** (www.cof.org)
  - Info on private foundations and links to online resources

- **SRA International Grants Web**
  (www.srainternational.org/sra03/grantsweb/index.cfm)
  - Info on private foundations and links to funding sources

- **W.K. Kellogg Foundation: Grantseeking Tips**
  (www.wkkf.org)
  - Links to online resources

- **Guidestar** (www.guidestar.org)
  - Info on > 900,000 non-profit organizations
The Commonwealth Fund’s Grant and Research Priorities

Anne C. Beal, MD
Assistant Vice President
The Commonwealth Fund

SGIM 31st Annual Meeting

April 11, 2008
Pittsburgh, PA
The Fund and Its Mission

- Established in 1918 by Anna Harkness
- Broad charge to “enhance the common good”
- The Commonwealth Fund is a private foundation that aims to promote a high performing health care system that achieves better access, improved quality, and greater efficiency, particularly for society’s most vulnerable
  - Low Income
  - Uninsured
  - Children Minorities
  - Elderly
- Supports projects on health policy and quality of care
Programs

- Future of Health Insurance
- State Innovations
- Medicare’s Future
- Health Care Quality Improvement and Efficiency
- Patient Centered Primary Care
- Quality of Care for Underserved
- Child Development and Preventive Care
- Quality of Care for Frail Elders
- International Health Policy
Grantseeking 101

• Read the webpage (!!!)
  – Program areas
  – Usual dollar amounts and time lines

• Talk to the program officers
  – Think about it from their perspective
  – Understand funding priorities
  – Good Research ≠ A Good Project
  – We HAVE to give the money away
  – Grants vs Contracts

• Talk to successful grantees.

• Follow directions and meet deadlines.
Commonwealth Funding Objectives

- Focusing projects on public and private policy implications
- Evaluating models for dissemination
- Partnering or joint-venturing with other foundations, public agencies, business, and health care organizations
- Communicating results to health policy officials and health care leaders in a way that facilitates change

IMPACT
How to Become Known to Foundations

- Attend and present at national meetings
- Publish in the peer reviewed literature
- Collaborate with others
- Cold call, cold write
- Ask your current funders for referrals
- Be a leader, able to have an impact
- Do good work, and be easy to work with
www.CommonwealthFund.org
Grants For Cancer Prevention and Control Research

Virginia Krawiec, MPA
April 11, 2008
Society for General Internal Medicine
Pittsburgh, PA
The American Cancer Society is the nationwide community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.
Support better decisions by making available high-quality, timely, understandable information, especially to newly diagnosed cancer patients and their caregivers.

Leverage ACS' scientific credibility and unique position to support innovative, high impact research – both through direct funding and the ability to influence the amount and direction of research funding from other sources.

Improve cancer patients’ quality of life by assisting primarily with service referral, community mobilization, collaboration, advocacy, and, where appropriate, directly providing services.

Increase prevention and early detection of cancer:
- Breast cancer
- Colorectal cancer
- Lung cancer
The American Cancer Society Research and Training Program

- Extramural Grants: 93%
- Epidemiology & Surveillance: 5%
- Behavioral Research Center: 2%

$119 Million in 2005-06
Two Levels of Peer Review:

Peer Review Committees: volunteer experts in field of study or practice review (critiques), rate and rank applications

Council for Extramural Grants: senior researchers compare work of all committees and decides who is funded

➢ “Stakeholders” on Peer Review Committees
<table>
<thead>
<tr>
<th>RANK</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Smith</td>
</tr>
<tr>
<td>2</td>
<td>Doe</td>
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<tr>
<td>3</td>
<td>Jones</td>
</tr>
<tr>
<td>4</td>
<td>Brown</td>
</tr>
<tr>
<td>5</td>
<td>Davis</td>
</tr>
<tr>
<td>6</td>
<td>White</td>
</tr>
<tr>
<td>7</td>
<td>Hill</td>
</tr>
</tbody>
</table>
What Feedback Will You Get?

Dear Applicant:

Score: 1.0 - 5.0
Likelihood of funding

Reviewer 1

Strengths:
kkkkkkkkkkkkkkkk
kkkkkkkkkkkkkk
Weaknesses:
oo000000000000000000000000
Rating: Excellent

Reviewer 2

Strengths:
kkkkkkkkkkkkkkkkkk
kkkkkkkkkkkkkkkkk
Weaknesses:
o0000000000
Rating: Outstanding

+ comments and staff consultation
General Information:

- Eligibility: US citizen or non-citizen national or permanent resident. (Employees of the federal government are ineligible.)

- Electronic application process:
  - [www.cancer.org/research](http://www.cancer.org/research) - information, policies and instructions and link to proposalCENTRAL
  - [https://v2.ramscompany.com](https://v2.ramscompany.com) - application forms and submission

- Deadlines: April 1 and October 15, except as noted.
The American Cancer Society Research and Training Program

- Postdoctoral Research Fellowships
- Institutional Research Grants
- Cancer Control CDAs for Primary Care Physicians
- Mentored Research Scholar Grants in Applied and Clinical Research
- Research Scholar Grants in Cancer Control:
  - Psychosocial and Behavioral Research
  - Health Services and Health Policy Research
- “Targeted Research” & Requests for Applications
Cancer Control Career Development Award for Primary Care Physicians

- Supports primary care physicians who are pursuing an academic career with an emphasis on cancer control.

- A progressive program of research, educational/teaching and clinical activities must be proposed.

- Awards are made for 3 years for up to $100,000/year; includes up to $10,000/year in salary and fringe for the mentor(s).

- Review includes a personal interview.
Mentored Research Scholar Grants in Applied and Clinical Research

- For mentored research projects in psychosocial, behavioral, health services, health policy, clinical, epidemiologic, and cancer control research.
- For faculty within the first four* years of their academic appointment.
- Awards are made for five years for up to $135,000 per year, plus 8% indirect costs. Up to $10,000/year in salary and fringe for the mentor may be charged to the grant.
Research Scholar Grants in Cancer Control:

- Support projects initiated by investigators in the first six years of their independent research careers:
  - Psychosocial and behavioral research, including epidemiologic approaches.
  - Health services and health policy research***
- Awards are made for up to four years and up to $200,000 per year, plus 20% indirect costs.

***open to investigators at all career levels
Targeted Grants for Research Directed at Poor and Medically Underserved Populations

- 10% of total budget for research on prevalence, early detection, prevention, and treatment of cancer.

- Proposals may address a variety of behavioral, epidemiological, policy, health delivery, clinical and basic science issues.

- Applications for Research Scholar Grants (more $$$s), Mentored Research Scholar Grants, and Postdoctoral Fellowships are accepted.

- Senior investigators as well as beginning investigators are eligible.
Requests for Applications

• The Role of Healthcare and Insurance in Improving Outcomes

• Pilot and Exploratory Projects in Palliative Care of Cancer Patients and Their Families

• Canary Foundation/ACS Postdoctoral Fellowship in the Early Detection of Cancer
General Tips:

- Become familiar with what’s available and be aware of new offerings:
  www.cancer.org/research

- Read Policies and Instructions carefully, especially any description of intent of grant, basis for review and award, eligibility criteria.

- Call program directors for additional information or clarifications.

- Ask the advice of successful grantees and mentors.

- Be persistent!
Good Luck!
John W. Williams, MD, MHSc
Duke University
My Experience

• RWJ Foundation
  – (career development & other)
• MacArthur Foundation (initiative)
• Commonwealth Foundation
• Hogg Foundation
• Henry Jackson Foundation
• Local Research Foundations
Finding a Foundation

• Your grants office
• Subscribe to RFA announcements
• Look regionally
• Find foundations that match your interests
• Look periodically
Successful Proposals

- Innovation - Risk Capital
- Leverage resources
- Include deliverables
- Align objectives with RFA
- Interact with program office/officer
TIPS FOR WORKING WITH NON-PROFIT RESEARCH FUNDERS

John Z. Ayanian, MD, MPP
Professor of Medicine & Health Care Policy
Harvard Medical School
Brigham and Women’s Hospital

SGIM Annual Meeting
Pittsburgh, PA
April 11, 2008
My Experience

Grant recipient: Robert Wood Johnson Foundation
Commonwealth Fund
MacArthur Research Network
American College of Physicians
Medical Foundation (local)

Career Development Award Mentor:
Robert Wood Johnson Foundation
Doris Duke Foundation
American Cancer Society

Grant Reviewer: Robert Wood Johnson Foundation
Commonwealth Fund
American Heart Association
### How Does Non-Profit Funding Compare with Federal Funding?

<table>
<thead>
<tr>
<th>Category</th>
<th>Non-Profit</th>
<th>Federal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal development</td>
<td>2 steps: letter &amp; proposal (sometimes solicited)</td>
<td>1 step: proposal</td>
</tr>
<tr>
<td>Length of proposal</td>
<td>Short to medium</td>
<td>Medium to long</td>
</tr>
<tr>
<td>Speed of decision</td>
<td>Fast to moderate</td>
<td>Moderate to slow (usually 2-3 rounds)</td>
</tr>
<tr>
<td>Size of budget</td>
<td>Small to medium</td>
<td>Medium to large</td>
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<tr>
<td></td>
<td>Low indirect rate</td>
<td>Full indirect rate</td>
</tr>
<tr>
<td>Program staff</td>
<td>Personal &amp; collaborative</td>
<td>More formal</td>
</tr>
<tr>
<td></td>
<td>Often involved in review</td>
<td>Not involved in review</td>
</tr>
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</table>
Completing Your Research & Disseminating Results

1) Keep your project officer well-informed of progress & obstacles

2) Be familiar with budgeting rules (e.g. reallocating funds, carryforward, co-funding)

3) Coordinate coverage of forthcoming results with funder’s public affairs staff

4) Build a long-term relationship if appropriate