

## **Grant Management Nuts and Bolts: Rules of Engagement**

### *Grant submission*

1. Follow exactly the instructions from the SF424 (NIH/VA are looking for ways to throw your grant out on a technicality).
2. Measure your margins and font size! Do it again when the grant is assembled by grants.gov
3. Everything will take significantly longer than you expect (2-4 times longer) – so be sure you have more than ample time set aside.
4. Give collaborators lots of time to get their pieces to you.
5. Make a budget calculator spreadsheet. The Department has a good one you can get from your account manager.
6. Build in some padding – your budget WILL be cut.
7. You WILL have to revise the budget many times over.
8. If you are caught between the School of Medicine (SOM) and the Office of Sponsored Programs (OSP), step aside and let them make the decisions.
9. You may have to compromise on administrative matters and budget structure to ensure that your proposal is approved.

### *Grant management*

1. Everything will take significantly longer than you expect (e.g., getting an account set up), so patience and persistence are the name of the game.
2. Be immaculately compliant with IRB, IACUC, research regulations.
3. Meet with your account manager regularly and make them your friend.
4. DO micromanage your purchases if you want them to come quickly.
5. Make your own budget accounting system! Don't rely on Peoplesoft. You will need your own system to detect errors in Peoplesoft. To track your staff salaries and purchases, work with your account manager to set up an excel macro, or use a program like Quicken or Filemaker or Access.
6. Be sure you understand the carry-over rules early in the game, so as not to lose money.
7. Attend to HR issues like performance evaluations, time management for your staff, management of personality conflicts in the lab, etc.
8. If you are in over your head, seek mentoring, consultation, and guidance.