How to Develop, Implement and Manage Successful International Projects

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Proposal Development
Considerations

• What will it take??
  – A good idea – one that helps the funder achieve its interests and priorities
  – Good grantsmanship

• Why should an agency fund you?
  – Because you have convinced them that you and your team have a good idea AND can carry out the project
Deterrents to Collaboration

1. Your idea is unfocused
2. You lack a proposal development plan
3. You are unfamiliar with funder’s interests
4. You lack expertise
5. You lack adequate and true partnerships
6. You have little time to plan
7. You have little time to write
8. You have little time to reflect and edit
Reasons to Collaborate

1. You have a good idea
2. You can show a need for the project
3. You have a project that matches the sponsor
4. You have a sponsor that will fund your idea
5. You have the expertise to conduct the project
6. You have legitimate and committed partners
7. You have time to develop your idea
8. Your university supports your idea
Understand the Guidelines

- Get to know your sponsor and its history
- Identify its funding interests and priorities
- Identify written and unwritten requirements
- Get to know your sponsor’s program officer
- Identify and clarify any restrictions for international (and domestic) efforts
Assess Required Resources

- **Personnel**: availability, commitment, expertise
- **Administrative Support**: experience with complex and multinational projects
- **Facilities**: adequate and appropriate space, access
- **Equipment**: restrictions on foreign use?
- **Supplies**
- **Travel**
Why a Team Approach?

– Trend or requirement with funding agencies
– Adds credibility to project
– Need outside and diversified resources
– Share the workload
– Global solutions to complex problems
Pursing a Team Approach

• Develop a Consensus on Essential Issues
  – Project concept and budget
  – Roles and responsibilities
  – Assignment of lead writing and co-writing for multinational projects
There is never enough TIME!

• Allocate time to:
  – Reflect & refine your project idea
  – Recruit team and secure partners
  – Gather support data
  – Share drafts and rewrites
  – Review and critique
  – Obtain commitments and signatures

Write, Review, Edit, Write, Review, Edit
Establish a Schedule

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Effective writing is the key!

• Stay flexible when writing your proposal and communicate with the team
• Professional writers have editors correct their work
  – non-professional writers should have help, too.
• Foreign language writers are likely to need help
Sponsored Projects Offices – Domestic and Foreign

• Where ever they reside they are:
  – The critical component for submitting accurate proposals
  – The link to the funder and other university offices
  – Committed to protect PI and the institution
  – The institution’s signature authority
  – Possess the expertise on rules, regulations & procedures for federal and other funding sources
Pre-Award
Where the paperwork begins...

- Firming up decisions made during the development stage
- Anticipating and resolving compliance issues
- Pre-submission agreements
- Coordinating the negotiation
Firming up development decisions

• Roles and Responsibilities
  – Institutional
  – Programmatic

• Financial
  – Cost sharing
  – Resources (space, personnel, facilities)
Compliance

• Human Subjects
  – Use of humans
  – Sharing of protected data

• Animal Subjects
  – Which IACUC has responsibility?
  – Sharing of animals
  – Approvals/permits
Compliance (cont.)

• BioSafety
  – Training
  – Approvals/permits

• Export Regulations
  – Exchange of technical data/equipment/materials
  – Foreign persons
  – Spending funds in proscribed countries
Intellectual Property

• Background IP
  – Sharing existing technologies
  – Licensing enabling technologies

• Project IP
  – Pooling Project IP
  – Licensing Project IP
  – US Government involvement

• Publication/Confidentiality
Pre-submission Agreements

- Confidentiality
- Intellectual Property
- Material Transfer
- Memorandum of Understanding
Funding Agreements

• Federal Awards
  – Grants and Cooperative Agreements
  – Contracts
  – Other Transactions

• Coordination with key institutional players
  – Principal Investigator
  – Tech Transfer/General Counsel/Export Compliance

• Coordinating with Collaborators
Post-Award
Large Scale Program Issues

• Inter Department/ College Communications
  – Communication across Academic/ Administrative Silos

• Inter Institutional Communications
  – Administrative workgroup or forum

• Subawards
Sub-award Agreement

• Research Plan
• Budget
• Programmatic Milestones
• Financial Milestones
• Human/Animal Subject Protocols – administrative or full board approval
Financial Monitoring

• Coordinate with prime investigator
• Monitor expenditure/recruitment levels
  – Pay subawardees in a timely manner
• Rebudget funds as needed
  – Don’t leave budgeted funds unspent
Prime Recipient Audit Issues

• Sub-recipient Monitoring
  – A-133 Audit (or not)
  – Risk Assessment
  – Unauthorized/undocumented subcontractors

• Non-A-133 subcontractors

• Foreign subcontractors
Thank you!

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