“How Professors Think”

Who wouldn’t like to be a fly on the wall during a meeting of grant evaluators to see how the process is really carried out?

Harvard professor, Michele Lamont, had an opportunity to do just that. Through a series of negotiations and many promises of confidentiality, Lamont was able to observe the grant review process from inside several prominent funding agencies and wrote about the process in her new book, “How Professors Think.”

This past summer, Lamont allowed us to interview her about her most significant experiences writing the book. Not surprising, one of the most significant findings Lamont’s research brings to light is that evaluators are greatly influenced by personal preferences. While evaluators maintain a certain level of objectivity and strive to perform unbiased and equal evaluations, they are still human. Personal preference still has quite a large impact on an evaluator’s final decision. Lamont writes, “People define what is exciting as what speaks to their own personal interest, and their own research.”

Project investigators should be aware that a topic determined to be completely fascinating by one humanities professor may not hold the same fascination for a political scientist and therefore, the two evaluators’ scores may be drastically different.

Continued, p.2...
Panalists paid more attention to certain proposals than others: Accordingly, Lamont stated, “taste-based committees respond enthusiastically to their own areas of interest.” It became obvious to Lamont during her research that some panelists paid more attention to certain proposals than others.

So, what is a writer to do? How should a project investigator create a proposal that appeals across departments and divisions?

Lamont advises, “Faculty need to be extremely clear in their writing. I don’t think they fully understand how crucial quality of writing is...”

Don’t make evaluators struggle. Remember that evaluators may read up to 50 proposals, in upwards of 150 pages each and therefore, clearly expressed objectives can make the reading process of the evaluation a joy instead of a job for the evaluator.

Make proposals a joy to read. Lamont encourages faculty to make proposals a joy for readers to read. Strive to make it easy for the evaluator to know why your ideas are significant to your particular field of study. Chances are the panelist comes from another discipline and could use your help in determining the significance of your plan. Be sure to highlight your expertise, as well as your ideas.

Talk to Program Staff. Grant proposal writers should talk to project staff and program officers, Lamont advises. Lamont describes the program officers as, “The most important actors in the evaluation process...they have great discretionary powers that affect competition outcomes.” A project investigator can get a template of how to frame research for the best possible reception at evaluation from speaking to the program officer. Or, discover what screeners look at for a quick elimination.

Lamont: “The fourth time is the charm!...Revise, revise, and revise...”

Lamont told us, “It is reasonable to the program staff that the project director receives a little feedback – ask for guidance.”

Persistence is necessary. Professor Lamont insists that persistence is necessary and told us, “The fourth time is the charm!” Project investigators need to remember that feedback helps to reframe an argument for the next evaluation. And, every new evaluation helps. Keep submitting, Lamont advises; “Revise, revise, and revise” but don’t give up until you obtain funding!

“How Professors Think” attempts to make sense of ‘standards’ and the meanings given to them. According to Lamont, “making formal evaluative criteria public increases accountability and makes winning democratically available to all (since success depends on the display of technical proficiency, as opposed to a domain of the talented few).”

Leveling the field. Sharing information about the inside process of grant evaluation only levels the field in Lamont’s eyes. There should be no pretense of complete objectivity when that is a human impossibility. Instead, we should acknowledge and appreciate how emotions are “not corrupting, rather it’s intrinsic” to the process.

Simultaneously, offering the perspective of an insider and an outsider to the grant review process, Lamont brings a unique perspective to her readers. Successful in obtaining funding for numerous grant proposals she has authored, Lamont has also served on many grant review panels as an evaluator herself. A full professor at Princeton and tenured professor at Harvard, Lamont has published over 60 articles and book chapters. Her work spans a wide range from racism, cultural impacts, and health implications, to evaluation. Her valuable perspective, from both sides of the conference table, served the research well in determining, “How Professors Think.”

Tips from an Insider: continued from page 1

Faculty need to be extremely clear in their writing. I don’t think they fully understand how crucial quality of writing is...

Michele Lamont, Prof. Harvard and Princeton Universities
Did you KNOW...

Did you know that faculty with extramural grants are able to recoup some of their furloughed salary? Faculty whose extramural grants (or contracts) reimburse the university for their salary for Academic Year (AY) effort can increase their wages over current furlough levels by restoring workdays for grant-related activities. In the example above, a faculty member with an extramural grant that reimburses the university for his/her salary for 3 course releases during the AY is able to work and receive pay for 6 more AY days. This amounts to a net overall reduction in pay of 6.1% (vs. 9.23% given current furlough conditions, without salary-reimbursing grants). Not only that, but given the current economy in the Inland Empire, support for students is more important than ever. Extramural funding – in the form of stipends or hourly wages as research assistants – can provide much needed part-time employment, making it (somewhat) easier for our students to stay in school. Thus, there’s never been a better time to apply for extramural funding! Contact the Office of Research & Sponsored Programs for more information. (x75027)

**Faculty Furloughs**

<table>
<thead>
<tr>
<th></th>
<th>FALL 2009</th>
<th>WINTER 2010</th>
<th>SPRING 2010</th>
<th>ANNUAL</th>
<th>Paid over 12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRE-Furlough</strong></td>
<td></td>
<td></td>
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<tr>
<td>Courses</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>9</td>
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<tr>
<td>Work Days</td>
<td>65</td>
<td>65</td>
<td>65</td>
<td>195</td>
<td></td>
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<tr>
<td>Gross Wages $</td>
<td>30,000</td>
<td>30,000</td>
<td>30,000</td>
<td>90,000</td>
<td>$7,500</td>
</tr>
</tbody>
</table>

| **Furlough with NO Grant Activity** |           |             |             |        |                    |
| Courses          | 3         | 3           | 3           | 9      |                    |
| Furlough Days    | 6         | 6           | 6           | 18     |                    |
| Work Days        | 59        | 59          | 59          | 177    |                    |
| % Furlough       | 9.23%     | 9.23%       | 9.23%       | 9.23%  |                    |
| Gross Wages      |            |             |             |        |                    |
| reduced 9.23%$   | 27,231    | 27,231      | 27,231      | 81,693 | $6,808             |

| **Furlough with 1 course release in Winter 2010** |           |             |             |        |                    |
| Gross Wages      |            |             |             |        |                    |
| w/Furlough $     | 27,231    | 27,231      | 27,231      | 81,693 | $6,808             |
| Restore 2 days work in Winter | | | | | |
| 2 days salary $  | 923       |             |             |        |                    |
| Revised Salary$  | 27,231    | 28,154      | 27,231      | 82,616 | $6,885             |

| **Furlough with 3 course releases in Spring 2010** |           |             |             |        |                    |
| Gross Wages      |            |             |             |        |                    |
| w/Furlough $     | 27,231    | 27,231      | 27,231      | 81,693 | $6,808             |
| Restore 6 days work in Winter | | | | | |
| 6 days salary $  | 2,769     |             |             |        |                    |
| Revised Salary$  | 27,231    | 27,231      | 30,000      | 84,462 | $7,039             |

*Table courtesy of Stan Stanley, Foundation for CSUSB*
**Spotlight: Awards**

Detailed award information is available to view or print on the Office of Research & Sponsored Programs website at [http://research.csusb.edu/documents/Awards2009_2010.pdf](http://research.csusb.edu/documents/Awards2009_2010.pdf)

**Spotlight: “High School Strand in Summer Arabic with Academic Year Continuation, CSUSB”** by Terri Nelson seeks to expand its already successful Summer Intensive Arabic Immersion Program by recruiting from local high schools and will accept applications from juniors and seniors interested in learning Arabic. Students in this area have little access to learn languages other than Spanish. StarTalk will make the Summer Arabic program affordable to families in a community unfamiliar with higher education. CSUSB’s Arabic program has grown rapidly and now offers the only B.A. in Arabic in the entire 23 campus California State University system.

### Academic Affairs
- **Monaghan, James**
  - Murrieta Valley USD
  - $4,950

### Arts & Letters
- **Alexander, Kristine & Yasuhara, Eri**
  - UCOP
  - $387,508

- **Alexander, Kristine & Yasuhara, Eri**
  - UCOP
  - $254,575

- **Alexander, Kristine & Yasuhara, Eri**
  - Boeing Global Corporate
  - $50,000

- **De La O, Armalyn**
  - CPEC
  - $181,817

- **De La O, Armalyn**
  - UCOP
  - $45,596

- **Boeckman, Jeffrey**
  - CA Arts Council
  - $2,600

### English
- **Henry, Holly**
  - NASA (Sub-contract U of Arizona)
  - $24,000

- **Henry, Holly**
  - NASA (Sub-contract U of Arizona)
  - $12,000

- **Vickers, Caroline**
  - NIH
  - $214,500

### World Languages
- **Martin, Elizabeth**
  - Univ of Kansas
  - $5,000

- **Nelson, Terri & Doueiri, Dany**
  - CSULB-Foudation
  - $200,000

### Information & Decision Sciences
- **Coulson, Tony**
  - Dept of Defense
  - $96,535

- **Coulson, Tony**
  - Dept of Defense
  - $2,145

- **Coulson, Tony & Stewart, Walter**
  - NSF
  - $425,379

### Inland Empire Center for Entrepreneurship
- **Stull, Mike & Skiljan, Michelle**
  - US Small Business Administration
  - $22,000 + $18,000 + $42,104

### Theatre Arts
- **De La O, Armalyn & Ervin, Kathryn**
  - UCOP
  - $58,000 + $72,000

- **De La O, Armalyn**
  - UCOP
  - $127,527

### Business & Public Administration
- **Courts, Janet**
  - IRS
  - $45,000

### Court Report
- **Sirotnik, Barbara; Bockman, Shel; & Ruiz, Christen**
  - CSUSB University Transportation Center
  - $49,106

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SPOTLIGHT: AWARDS

Awards: January 2009 - December 2009

SPOTLIGHT: “2009 Summer Workshop for Persons with Visual Impairments” by Sang Nam obtained funding from the Korean National Institute of Special Education for an 8 day, 7 night workshop. The main objective of the workshop was to improve the educational quality for the students with visual impairments, as well as promote collaboration between their teachers and families. One area of focus was on transition, vocational programs from school to adult life and the social, educational, occupational, and psychological implications of blindness in transition. Eleven middle and high school students with visual impairments, along with their parents and teachers actively participated in the 8 day event in July, 2009.

Institute for Applied Research...continued
Sirotnik, Barbara; Bockman, Shel; & Ruiz, Christen
$15,000
Pomona Valley Hospital Med. Center

Sirotnik, Barbara; Bockman, Shel; & Ruiz, Christen
$22,140
CSUSB

Sirotnik, Barbara & Bockman, Shel
$55,000
Various City & County Agencies

Leonard Transportation Center
Wu, John
$457,000
US Dept of Transportation

Wu, John
$463,400
US Dept of Transportation

Congressional Programs
Stull, Mike
$1,386,000
ARO

Gerrity, Timothy
$950,000+ $975,000
SDSU

Education
Gehring, Thom & Eggleston, Carolyn
$54,167
OC Superintendent of Schools

McCabe, Marjorie
$263,808
US Dept of Education

McCabe, Marjorie
$41,791
State of CA, CTC

McCabe, Marjorie
$360,652
CA Commission on Teacher Cred

Educational Psychology & Counseling
Nam, Sang
$82,432
Korean Nat Institute for Spec Ed.

Phillips, Kathleen
$149,316+ $70,341+
$106,211
State of CA - Program Income

Sandlin, Ruth
$399,695
Riverside County Office of Education

Schnorr, Donna
$24,000
US Dept of Education

Sweeney, Dwight
$1,562,035
Inland Regional Center

Sylva, Judith
$31,500
CA Commission on Teacher Cred

Eggleston, Carolyn
$15,000
City of San Bernardino

Language, Literacy & Culture
Balderrama, Maria
$164,911
US Dept of Education

Spitzer, Sue
$199,218
RCOE

Science, Mathematics & Technology
Baek, Eun-Ok
$60,000
Desert Sands USD

Jesunathadas, Joseph
$5,000+ $5,000
Various - Program Income

Leh, Amy
$30,000
SDSU

Graduate Studies
Ramon, Roy
$251,137
US Dept of Education

Information Resources & Technology
McNaught, Leon
$54,890+ $95,998
Various - Program Income

Detailed award information is available to view or print on the Office of Research & Sponsored Programs website at http://research.csusb.edu/documents/Awards2009_2010.pdf
**Natural Sciences**

**Biology**
- Chao, Michael
  - $105,100
  - NIH
- Middleton, Kevin
  - $39,746
  - NSF
- Newcomb, Laura
  - $124,117
  - NIH/NIH/NIAID
- Orwin, Paul
  - $99,775
  - USDA

**Center for Enhancement of Math Education**
- Fischman, Davida
- Jesunathadas, Joseph
- & Cronk, Carol
  - $124,010
  - SMP Region and UCLA
- Fischman, Davida
  - $48,945
  - NSF
- Fischman, Davida
  - $57,000
  - UCLA
- Fischman, Davida
  - $36,000+ $109,488
  - UCOP

**Chemistry**
- Noblet, James
  - $93,458+ $76,958
  - MWH
- Stanley, Brett
  - $22,703+ $22,703
  - Yucaipa Valley Water Dist
- Stanley, Brett & Noblet, James
  - $47,649
  - City of SB Water Dept
- Yang, Shumee
  - $50,505
  - HHS – Loma Linda Univ
- Yang, Shumee
  - $85,550
  - NIH

**Center for Enhancement of Math Education...continued**
- Fischman, Davida
- Jesunathadas, Joseph
- & Cronk, Carol
  - Sub-contract with Riverside Community College District (RCC)
- Turner, David
- Concepcion, Arturo
- & Yu, Tong Lai
  - $159,483
  - NSF

**Geological Sciences**
- McGill, Sally
  - $20,000+ $10,000
  - SSEC
- McGill, Sally
  - $100,919
  - NSF

**Health Sciences**
- LaChausse, Robert
  - $57,917
  - NIH
- Mian, Lal
  - $12,420
  - McLaughlin Gormley King Company
- Phalen, Robert
  - $219,720
  - CDC

**Computer Science**
- Georgiou, George
  - $227,945
  - Sub-contract with Riverside Community College District (RCC)
- Turner, David
  - Concepcion, Arturo
  - & Yu, Tong Lai
  - $159,483
  - NSF

**Mathematics**
- Addington, Susan
  - $18,100
  - Univ of Alaska – Fairbanks
- Sarli, John
  - $45,540
  - UCOP
- Trapp, Rolland
  - $189,864
  - NSF
- Ventura, Belisario
  - $10,000+ $58,000
  - University Enterprises, Inc
- Dodd-Butera, Teresa
  - $14,718
  - NIH
- Woodney, Laura
  - $40,000
  - NASA

**Nursing**

**Physics**

**Kinesiology**

**Kinesiology**

**Detailed award information is available to view or print on the Office of Research & Sponsored Programs website at http://research.csusb.edu/documents/Awards2009_2010.pdf**

**SPOTLIGHT: “RUE Site: Investigations in Combinatorics, Geometry and Knot Theory” by Rolland Trapp. This project seeks to actively involve students in significant mathematical research to increase students’ mathematical independence and maturity, and to encourage participants to pursue careers in mathematics in either academia or industry. The program will advance discovery through actively engaging undergraduate students in mathematical research and strongly encourage them to become active participants in the mathematical community. Approximately, 80% of past students have presented at meetings of professional societies.**
### Water Resources Institute
- **Longville, Susan**  
  - $150,410  
  - CA Dept of Water  
- **Joshua Basin Water District**  
  - $2,500  
  - Santa Ana Watershed Assoc  
- **SB Valley Water Conservation Dist**  
  - $10,000  
- **PACE Engineering**  
  - $54,924  
- **USDA**  
  - **Palm Desert Campus**
- **Jandt, Fred**  
  - $9,978  
  - Riverside County - Dept of P&SS  
- **Clark, Mark**  
  - $750,000  
  - Dept of Defense  
- **Hamner, Janice**  
  - $39,725  
  - UCOP  
- **Salmi, Ralph & Hamner, Janice**  
  - $66,525  
  - UCOP  
- **Medical Sciences**
- **Carrere, Sybil, et al**  
  - $814,715  
  - NIH  
- **Psychology...continued**
  - **Kampfner, Laura**  
    - $440,000  
    - First 5 of SB County  
  - **McDougall, Sanders**  
    - $282,839+ $173,554  
    - NIH  
  - **Wilcox-Herzog, Amanda & Flores, Deborah**  
    - $196,730  
    - US Dept of Education  
  - **Morris, Teresa**  
    - $196,730  
    - San Diego State University  
  - **Smith, Laurie**  
    - $395,938  
    - UC Berkeley  
- **Student Services**
  - **Children's Center**  
    - Kirby, Barbara  
    - $3,436  
  - **Services to Students with Disabilities**  
    - Jaworski, Beth  
    - $315,616  
    - Dept of Rehab  
- **Upward Bound**
  - **Vaughn, Karalee**  
    - $250,000+ $250,000  
    - US Dept of Education  
  - **Longville, Susan**  
    - $5,692  
    - CA Dept of Education  
### Social & Behavioral Sciences
- **Criminal Justice...continued**
  - **Tibbett, Stephen; Schram, Pamela; & Bichler, Gisela**  
    - $95,000  
    - Riverside County  
  - **Konyar, Kazim**  
    - $5,000  
    - Sub-contract U of Arizona  
  - **Institute for Child Development**
  - **Carrere, Sybil, et al**  
    - $814,715  
    - NIH  
- **Psychology**
  - **Crawford, Cynthia**  
    - $321,750+ $284,267+ $98,267  
    - NIH  
- **Undergraduate Studies**
  - **Flores, Deborah**  
    - $397,059  
    - US Dept of Education  
  - **Clark, Milton**  
    - $2,600,646  
    - US Dept of Education  
### University Institutes and Initiatives
- **Podolske, Diane**  
  - $60,000  
  - CAP  
- **Podolske, Diane; Langford, Pam; & Dixon, Carol**  
  - $478,242  
  - US Dept of Education  

Detailed award information is available to view or print on the Office of Research & Sponsored Programs website at http://research.csusb.edu/documents/Awards2009_2010.pdf
Presentations, Publications, Exhibitions & Performances

Frances Berndan
Publication
2009

Presentation
April 2009
"Featherworking in the Provinces: A Dispersed Luxury Craft under Aztec Hegemony"
Society for American Archaeology annual meeting, Atlanta, GA.

Anne Bennett
Fellowship
Summer 2009
"Arab-Americans in The Inland Empire: Language And Identity at CSUSB"
CSUSB Summer Fellowship.

Haiyan Qiao
Publication
Feb 2009
"Agent-based simulation in market and production systems"
International Journal of Internet and Enterprise Management, 6(1).
(H. Quio & J. Rozenblit)

Presentation
April 2009
"A General Purpose Platform for Data Clustering Analysis"
CUBO, A Mathematical Journal, 11(2), May 2009
(H. Quio & J. Rozenblit)

Arturo Conception & David Turner
Presentation
2008
"Performance Comparison of ADRS and PCA as a Preprocessor to ANN for Data Mining"
In Proc. of the 8th International Conference on Intelligent Systems Design and Applications (ISDA-2008)
(N. Navaroli, D. Turner, A.I. Concepcion & R.S. Lynch)

Presentation
April 2009
"Performance Comparison of Automatic Data Reduction System (ADRS)"
In Proc. of the SPIE Defense+Security Conference, Orlando, Florida
(R. Lynch, D. Patterson, D. Turner, & A.I. Concepcion)

Julian Montoro-Rodriguez
Publication
2009
“The role of social embarrassment on caregiving distress in a multi-cultural sample of caregivers”
Journal of Applied Gerontology, 28 (2): 385-398
(J. Montoro-Rodriguez, K. Kosloski, R. Montgomery & K. Kercher)

Presentation
April 2009
“The CUIDAR Early Intervention Parent Training Program for Children at Risk for Behavioral Disorders: Parenting Strategies by Parents and Grandparents”
Pacific Sociological Association, San Diego, CA
(J. Montoro-Rodriguez & K. Lakes)

Carolyn McAllister
Publication
2008
“Targeted mentoring: ‘Evaluation of a Program’”
Journal of Social Work Education 45 (1) pp89-104
(C. McAllister, R.D. Ahmedani, & E.P. Cramer)

Tong Lai Yu
Presentation
2008
“A Framework for Very High Performance Compression of Table Tennis Video Clips”
Proceedings of IASTED on Signal and Image Processing, P.167-172, Kailua-Kona, Hawaii

Arturo Conception
Presentation
2008
“Re-Engineering the Algorithm A Project for Long-Term Maintenance”
In Proc. of the 23rd ACM Conference on Object-Oriented Programming, Systems, Languages, and Applications (OOPSLA’08)
(W. James, P. Lucas, J. O’Connor, & A.I. Concepcion)
Presentations, Publications, Exhibitions & Performances

Christine Famega
Publication 2009
“Proactive policing by post and community officers”
Crime & Delinquency, 55 (1), 78-104.

Larry Gaines
Publication 2009
“Community Policing: A Contemporary Perspective (5th Ed.)”
Cincinnati, OH: LexisNexis
(L. Gaines & V. Kappeler)

Andrea Schoepfer
Publication 2009
Special edition of Journal of Criminal Justice Education, 20 (1)

Jeffery Boeckman
Performance Jan 2009
Named the Associate Conductor for the San Diego Winds inaugural performance (a new professional wind ensemble based in San Diego, CA)

Award/Recognition July 2009
Invited to present at a research session for the World Association of Symphonic Bands and Ensembles (WASBE) 14th International Conference in Cincinnati, Ohio, on July 6, 2009

Donovan Chau
Publication June 2009
“Islam and Muslim Politics in Africa: Book Review of Benjamin F. Soares and Ren Otayele, eds., Islam and Muslim Politics in Africa”

Stacey Fraser & Todd Johnson
Performance May 2009
“Music Department’s spring Showcase concert
Guest composers and performers attended from the US, Australia, China, and Japan, including Chinary Ung, a Cambodian-American composer who was the first American to win the Grawemeyer Award, a prize some consider the “Nobel Prize for music.” Included on the performance was Dr. Johnson’s world premiere of Wood: Marimba, a composition by Japanese composer Koji Nakano.

Kelly Campbell
Publication/Recognition May 2009
“The impact of the PICK a partner relationship education program on single army soldiers”
Selected as the 2008 Outstanding Article in Family and Consumer Sciences Research Journal, 36, 328-349.

Brian Levin
Publication 2009
“(Ed.) Hate Crimes: Volume 1, Understanding and Defining Hate Crime”
Praeger, Westport, CT.

Richard Samuelson
Fellowship 2009
2009-2010 Garwood Visiting Fellow in the James Madison Program at Princeton University

Mark Agars & James Kaufman
Publication 2009
“Being Creative with the predictors and criteria for success”
American Psychologist, 64, 280-281

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Presentations, Publications, Exhibitions & Performances

Dale Lund

Publication 2009

“Stress-related growth among the recently bereaved”
Aging & Mental Health, 13 (3), 463-476.
(D. Lund, M. Caserta, R. Utz, & B. deVries)

Publication 2009

“Identifying themes regarding the benefits & limitations of caregiver support group conversations”
(D. Lund & M.A. Golden)

Publication 2009

“Examining what caregivers do during respite time to make respite more effective”
Journal of Applied Gerontology, 28 (1), 109-131
(D. Lund, M. Caserta, R. Utz, & S. Wright)

Presentation April 2009

“Early Bereavement Adjustments of Widow(ers) in Culturally Unique Cities: Salt Lake City & San Francisco”
Pacific Sociological Association’s Annual Meeting, San Diego, CA
(Z. Chen & R. Liu)

Zeng-yin Chen

Publication December 2008

“Parent-Child Relationships, Childhood and Adolescence”
and
“Parenting Style”

John Heeren

Publication 2009

“Victims and Sources: Newspaper Reports of Mass Murder in Domestic Contexts”
Women, Violence, and the Media, edited by Drew Humphreys, Northeastern University Press
(J. Heeren & J. Messing)

Publication April 2009

“Gendered Justice? Domestic Homicide and the Death Penalty”
Feminist Criminology, 4/2
(J. Heeren & J. Messing)

Anna Ni

Presentation March 2009

“Contracting Out or Contracting In: The Dynamics of Public Service Provision Decisions in Georgia Counties”
2009 ASPA Annual Conference, Miami, FL

Presentation Feb 2009

“Lean and Mean: An Assessment of Contract Cities”
International Journal of Organization Theory and Behavior, 13(2)

Montgomery Van Wart

Presentation April 2009

“High-Level Seminar on Climate Change Policy in the ASEAN”
ASEAN Secretariat, Jakarta, Indonesia

Presentation January 2009

“A More Realistic Approach to Citywide Municipal Wireless Networks: The Anchor Tenant Model?”

David Baker

Publication Jan 2009

“President Obama’s Chilling Cybersecurity Challenge”
The Public Manager, 38(1), 90-92.

Thomas D. Hall & James V. Fenelon

Publication May 2009

“Indigenous Peoples and Globalization: Resistance and Revitalization”

James V. Fenelon

Presentation June 2009

“Closing the Racial Wealth Gap: Legacies of Institutional Inequalities, Crafting Social Justice and Framing Inequality”
Mother Jones Board Mtg, San Francisco, CA
Grant Writing Assistance, Sponsored by the Office of Research and Sponsored Programs
Workshops listed below are coordinated through the Teaching Resource Center here on campus and are open for all interested faculty to attend.

NEW NIH GRANT PROPOSAL FORMS DE-MYSTIFIED

✔️ February 2 (Tue), 10:00-11:30am in FO-177
OR
✔️ February 3 (Wed), 1:00-2:30pm, FO-177

This brief workshop will help you learn about recent form changes to be implemented later this month. Significant changes include a shorter narrative with structural changes, and changes to the organization and content of your biographical sketch.

Please reserve your seat at a workshop today through the TRC at http://trc.csusb.edu/

Office of Academic Research

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Admin Analyst/IRB
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You are not alone
The Office of Research & Sponsored Programs can assist you!

Our grant specialists can help by:
* providing brainstorming assistance,
* helping create a research agenda,
* drafting planning documents,
* locating appropriate sources of funding,
* developing a budget,
* preparing a grant proposal or contract agreement,
* completing paperwork, and
* submitting proposals via mail or electronically.

Our web site is also a valuable resource for creating proposals, offering links to: Forms, Funding Sources, Grant Writing Tools, Electronic Submissions, Policies & Procedures, Centers & Institutes, Internal Grant Support, and Publications & Reports.

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