Tips from an Insider: Harvard Professor, Michele Lamont

Interview: A Look Inside the Grant Review Process

“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.”
**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**

Assumptions: Academic Year only --- Earn $90,000 for academic year ($30,000 per quarter/$10,000 per course)

<table>
<thead>
<tr>
<th>Pre-Furlough</th>
<th>FALL 2009</th>
<th>WINTER 2010</th>
<th>SPRING 2010</th>
<th>ANNUAL</th>
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<td>Work Days</td>
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<td>195</td>
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<td>$30,000</td>
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</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%  |                  |
| Reduced $   | 27,231    | 27,231      | 27,231      | 81,693 | $6,808          |
| Overall reduction in pay 9.23% 0.513% or $461.70 of wages per day (18 days) |

**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 |
| Overall reduction in pay 8.20% (16 furlough days) |

**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 |
| Overall reduction in pay 6.1% (12 furlough days) |

*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

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
  - $254,575
  - $50,000
- Boeing Global Corporate
- UCOP

### Business & Public Administration
- De La O, Armalyn
  - CPEC
  - $181,817
  - $45,596
  - $2,600
  - CA Arts Council
- De La O, Armalyn
  - UCOP
  - $127,527

### English
- Henry, Holly
  - NASA (Sub-contract U of Arizona)
  - $24,000
  - $12,000
  - $214,500
  - NIH

### World Languages
- Martin, Elizabeth
  - Univ of Kansas
  - $5,000
- Nelson, Terri & Doueiri, Dany
  - CSULB-Foudation
  - $200,000
- Nelson, Terri
  - NSA (Sub-contract U of Maryland)
  - $80,000

### Information & Decision Sciences
- Coulson, Tony
  - Dept of Defense
  - $96,535
  - $2,145
- NSF
- Coulson, Tony & Stewart, Walter
  - $425,379
  - US Small Business Administration
  - $150,000

### Inland Empire Center for Entrepreneurship
- Stull, Mike & Skiljan, Michelle
  - $22,000 + $18,000 + $42,104
  - US Small Business Administration
  - $102,000 + $119,410 + $150,000

### Institute for Applied Research
- Sirotnik, Barbara; Bockman, Shel; & Ruiz, Christen
  - IRS
  - $49,106
  - CSUSB University Transportation Center

### Theatre Arts
- De La O, Armalyn
  - $58,000+
  - UCOP

### Music
- Boeckman, Jeffrey
  - $2,600
  - CA Arts Council

### Accounting & Finance
- Courts, Janet
  - $45,000
  - IRS

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SPOTLIGHT: AWARDS

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

McCabe, Marjorie
$294,852 US Dept of Education

Eggleston, Carolyn
$59,922 CAP San Bernardino

Eggleston, Carolyn
$15,000 City of San Bernardino

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

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/NIAID
- Orwin, Paul $99,775
  - USDA

**Center for Enhancement of Math Education...continued**

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

**Geological Sciences**

McGill, Sally $20,000+ $10,000
  - SCEC

McGill, Sally $100,919
  - NSF

**Physics**

Yang, Shumei $50,505
  - HHS – Loma Linda Univ

Yang, Shumei $85,550
  - NIH

**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

**Computer Science**

Georgiou, George $227,945
  - Sub-contract with Riverside Community College District (RCC)

Turner, David; Concepcion, Arturo; & Yu, Tong Lai $159,483
  - NSF

**Health Sciences**

LaChausse, Robert $57,917
  - NIH

Mian, Lal $12,420
  - McLaughlin Gormley King Company

Phalen, Robert $219,720
  - CDC

**Kinesiology**

Haddock, Bryan $105,840
  - NIH

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**SPOTLIGHT: AWARDS**

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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.
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

Water Resources Institute
Longville, Susan
$150,410
CA Dept of Water

Longville, Susan
$13,091
Joshua Basin Water District

Longville, Susan
$2,500
Santa Ana Watershed Assoc

Longville, Susan
$10,000
SB Valley Water Conservation Dist

Longville, Susan
$54,924
PACE Engineering

Longville, Susan & Noblet, James
$499,582
USDA

Palm Desert Campus
Jandt, Fred
$9,978
Riverside County - Dept of P&SS

Jandt, Fred
$15,500
CAP of Riverside

Jandt, Fred
$190,000
US Dept of Education

Criminal Justice...continued
Tibbett, Stephen; Schram, Pamela; & Bichler, Gisela
$95,000
Riverside County

Economics
Konyar, Kazim
$5,000
Sub-contract U of Arizona

Institute for Child Development
Carrere, Sybil, et al
$814,715
NIH

Political Science
Clark, Mark
$750,000
Dept of Defense

Hamner, Janice
$39,725
UCOP

Salmi, Ralph & Hamner, Janice
$66,525
UCOP

Psychology
Crawford, Cynthia
$321,750+ $284,267+
$98,267
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

Social Work
Morris, Teresa
$136,061
San Diego State University

Morris, Teresa
$1,532,355+ $599,732+
$99,983+ $20,000
CalSWEC

Smith, Laurie
$395,938
UC Berkeley

Student Services
Kirby, Barbara
$3,436
SB County Superintendent

Services to Students with Disabilities
Jaworski, Beth
$315,616
Dept of Rehab

Social & Behavioral Sciences
Criminal Justice
Sechrest, Dale
$150,000
CA Dept of Corr & Rehab

Upward Bound
Vaughn, Karalee
$250,000+ $250,000
US Dept of Education

Vaughn, Karalee
$5,692
CA Dept of Education

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

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# Presentations, Publications, Exhibitions & Performances

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<th><strong>Frances Berndan</strong></th>
<th><strong>Haiyan Qiao</strong></th>
<th><strong>Arturo Conception &amp; David Turner</strong></th>
<th><strong>Julian Montoro-Rodriguez</strong></th>
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<td><strong>Anne Bennett</strong></td>
<td><strong>Tong Lai Yu</strong></td>
<td><strong>Arturo Conception</strong></td>
<td><strong>Carolyn McAllister</strong></td>
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<td><strong>Publication</strong></td>
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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)

**Jacinta M. Gau**

**Publication**
2009

“A neighborhood-level analysis of concealed handgun permits”

**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

**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)

**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.

**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”

**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.

**Mark Agars & James Kaufman**

**Publication**
2009

“Being Creative with the predictors and criteria for success”
American Psychologist, 64, 280-281
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”

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
April 2009

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

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

Montgomery Van Wart

Presentation
April 2009

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

Presentation
June 2009

“A More Realistic Approach to Citywide Municipal Wireless Networks: The Anchor Tenant Model?”
International Journal of Organization Theory and Behavior, 13(2)

Thomas D. Hall & James V. Fenelon

Publication
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
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/