Introduction to SBIR/STTR and NIH Proposal Prep



MAY 21, 2015

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THIS EVENT IS AN INITIATIVE OF:

NEW YORK CITY ECONOMIC DEVELOPMENT CORPORATION

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Director, Bioscience Team

PARTNERS













a leading center of commercial bioscience

New York City is a proud champion of biomedical research and industry. Offering unparalleled access to funding, talent, and resources, NYC is home to a thriving bioscience community.

For more information on bioscience in NYC, including the state-of-the-art Alexandria Center - New York City and the BioBAT Research Park in Brooklyn, visit www.nycedc.com/biosci

NEW YORK CITY. MAKE IT HERE.





NEW YORK GENOME CENTER AT A GLANCE

Incorporated in 2010 and launched in 2011, the New York Genome Center is an independent nonprofit at the forefront of transforming biomedical research and clinical care with the mission of saving lives. As a consortium of renowned academic, medical and industry leaders, NYGC focuses on translating genomic research into clinical solutions for serious disease. Our member organizations and partners are united in this unprecedented collaboration of technology, science, and medicine.

NYGC has extensive in-house bioinformatics support, the fastest gene sequencing technology available and a large IT infrastructure for data storage and high-performance computation, empowering researchers to access best-in-class analysis, to perform research in a clinically relevant and cost-effective timeframe, and to consolidate resources. Member institutions include: Albert Einstein College of Medicine, American Museum of Natural History, Cold Spring Harbor Laboratory, Columbia University, Cornell University/Weill Cornell Medical College, Hospital for Special Surgery, The Jackson Laboratory, Memorial Sloan Kettering Cancer Center, Icahn School of Medicine at Mount Sinai, NewYork-Presbyterian Hospital, The New York Stem Cell Foundation, New York University, North Shore-LIJ, The Rockefeller University, Roswell Park Cancer Institute, Stony Brook University and IBM.

NYGC is led by President, Chief Executive Officer and Scientific Director Robert B. Darnell, M.D., Ph.D., a leading physician-scientist, Howard Hughes Medical Investigator and member of the National Academy of Sciences. Our board of directors consists of a senior representative from each of our Institutional Founding Members, as well as a number of independent directors. In addition to our staff of leading bioinformaticians, software engineers, high performance computing experts and sequencing personnel, we have a growing list of faculty members who are leading their own innovative research at the Center. Each faculty member holds a joint appointment at a Member Institution. Our capacities and expertise reflect our commitment to being a vital resource — and driver — for the advancement of translational genomics. Our current core activities include:

- providing best-in-class sequencing and bioinformatics services to our members and the genomics research community at large;
- building our clinical laboratory, which is offering Next Generation Sequencing (NGS)-based exome testing for constitutional disorders, and is in the process of getting NY State approval to offer cancer testing and whole genome clinical sequencing;
- leading innovative research and methods development and improvement; we have several multiinstitutional projects currently underway in cancer, autoimmune disease and neurological disorders including a personalized medicine trial that includes Watson, IBM's artificial intelligence technology;
- developing the systems and infrastructure to enable researchers from New York and beyond to carry out large-scale, collaborative genomics research; and
- hosting and supporting a number of educational and outreach initiatives, including two lecture series that are free and open to the public.

Since its inception, NYGC has raised over \$200 million from a number of sources, including grants, corporate and private philanthropic support, and other funding — including a matching grant from the State of New York for \$55.75 million. We invite you to visit our website, www.nygenome.org, to learn more about the work we have underway, and our vision for the future.



Program Overview

Mission

An initiative of New York City Economic Development Corporation, SBIR Impact – Bio & Health Tech NYC is a competitive SBIR/STTR application assistance program for life sciences and healthcare technology companies in New York City. The Program will help participants compete for over \$2.6 billion in non-dilutive federal R&D funding through the government's Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs.

Description

Each year, SBIR Impact will offer 20 select companies specialized assistance through a combination of advanced training workshops and 20 hours each in one-on-one expert proposal-development assistance. In addition, the Program will offer a series of introductory workshops to prospective applicants and the public. Participants for intensive training and one-on-one assistance are identified through a competitive application process held three times per year.

Overview of Application Process

Interested participants submit an online application by one of three deadlines: January 14, April 22 or September 9, 2015.

- 1. Applicants will be asked to participate in an assessment call with our Program Team to discuss eligibility and interest in submitting an SBIR/STTR application.
- 2. Selected participants will be notified on a rolling basis by dates that will be announced depending upon the cycle in which their applications were received.
- 3. Twenty participants will be selected per year. Once 20 companies are selected, a waiting list will be established and additional companies may be accepted based on availability.
- 4. In addition to receiving 20 hours of expert assistance, selected participants will be expected to participate in one of our Intensive Training workshops.

www.sbirnyc.com • 734.930.9741

Presenter



Becky Aistrup
Principal Consultant
BBC Entrepreneurial Training & Consulting

Becky joined BBC Entrepreneurial Training & Consulting as a Principal Consultant in July 2012. Prior to that, she was with the Minnesota Science and Technology Authority as SBIR/STTR Program Director. In addition to her work for the State of Minnesota, Becky's professional background includes over 20 years of experience working within the medical, biotech, advanced materials and electronics industries and as a consultant to technology companies helping them successfully win SBIR/STTR funding. In the 1990's, she served as VP of Business Development & Licensing for a successful SBIR firm, helping them strategically target proposals, develop & write Phase II Commercialization Plans, and successfully commercialize resulting technologies. The company, Surmodics, is now a successful public firm.

Becky has presented numerous workshops beginning in the 1993 for NSF, state organizations and private clients about the SBIR program and SBIR commercialization. She holds a Bachelor's degree in Chemistry from the University of Kansas, postgraduate work in Biochemistry and an MBA in Marketing Management from the University of Minnesota, and a Master's Certification in Interactive Marketing from the University of San Francisco.

About BBC Entrepreneurial Training & Consulting (BBCetc)

BBCetc works with technology-based entrepreneurs and companies on strategies to advance R&D efforts to commercialization. In particular, the BBCetc team is nationally recognized for its success in helping clients secure federal funding through the Federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. BBCetc services include commercialization planning, research grant assistance, SBIR/STTR training and proposal development assistance, and grants and contract management. With expertise in all 11 participating federal agencies, BBCetc has trained thousands of entrepreneurs and coached hundreds one-on-one in how to prepare compelling SBIR/STTR proposals and how to integrate SBIR/STTR funding into their overall funding strategy.

Intro to SBIR/STTR & NIH Proposal Preparation May 21, 2015

Agenda

3	
8:30 – 9:00 a.m.	Registration
9:00 – 9:10 a.m.	Welcome and Introduction Lenzie Harcum Director, Bioscience and Health Tech, NYCEDC Emily Gantman Engagement Associate & Outreach Scientist, NY Genome Center
9:10 – 10:15 a.m.	Overview of SBIR Impact NYC Introduction to SBIR/STTR Lisa Kurek SBIR Impact NYC Program Director
10:15 – 10:30 a.m.	Networking Break
10:30 – 11:45 a.m.	Introduction to SBIR/STTR (cont'd) Lisa Kurek
11:45 a.m. – 12:45 p.m.	Networking lunch
1:00 – 2:30 p.m.	National Institutes of Health SBIR Program Lisa Kurek
2:30 – 2:45 p.m.	Networking Break
2:45 – 4:00 p.m.	NIH SBIR Program (cont'd) Lisa Kurek
4:00 – 4:30 p.m.	Review of SBIR Impact NYC Q & A
4:30 – 5:30 p.m.	Informal Networking



Assistance for NYC Bio & Health Tech Ventures

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Portfolio of initiatives for Life Sciences & Healthcare Technology

In addition, the City and NYCEDC have been backing significant efforts to grow the early-stage ecosystem for life sciences and healthcare technology

City of New York and NYCEDC initiatives launched in 2013

Harlem Biospace: Incubator facility with affordable wet-lab bench stations, access to shared equipment and mentorship for new biotech firms: www.harlembiospace.com

Entrepreneurship Lab NYC: Intensive training & mentorship program for earlycareer scientists and engineers starting new ventures from NYC-based academic medical centers: www.elabnyc.com

SBIR Impact NYC: Competitive program awarding 20 hrs. of one-on-one assistance to each of 20 select companies actively preparing SBIR/STTR proposals: www.sbirnyc.com

PILOT Health Tech NYC: Program to give up to \$100K in matching funds to each of 10 NYC-based health tech firms conducting pilot programs in a healthcare provider setting: www.pilothealthtechnyc.com

City of New York Early-Stage Life Sciences Fund: \$100M+ initiative to launch new life sciences ventures in partnership with industry leaders GE Ventures, Celgene and Eli Lilly, academical medical centers and top-tier venture capital firms: www.nycedc.com/lifesciences



NYCEDC









Note: These programmatic initiatives complement NYCEDC and City investments in prior years (e.g., Alexandria Center for Life Sciences – NYC)



Assistance for NYC Bio & Health Tech Ventures

Intro to SBIR/STTR & NIH Proposal Prep Workshop

May 21, 2015 Becky Aistrup

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NYCEDC

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SBIR Impact NYC



An initiative of NYCEDC and the City of New York, SBIR Impact NYC is designed to enhance the competitiveness of SBIR/STTR proposals among NYC-based life sciences and healthcare technology companies. The program features:

- Introductory workshops and "How to Apply for SBIR Impact" webinar open to the public.
- 20 hrs. of one-on-one assistance for each of 20 select companies actively preparing SBIR/STTR proposals.

http://www.sbirnyc.com/



Thank You to Today's Host and Sponsors





Outline



- o Who are we?
- o Who are you, your technology and/or company?
- o What is the SBIR program and who is eligible?
- o Participating Agencies
- o SBIR vs. STTR
- o Introduction to the NIH
- o How to write a great NIH SBIR proposal
- o Intro to Electronic Submission



BBC Team



- o Lisa M. Kurek, MS Managing Partner
- o Michael P. Kurek, PhD, MBA Partner
- o Andrea Johanson, PhD Principal Consultant
- o Becky Aistrup, Principal Consultant
- Kris Bergman Consultant, Grants and Contract Management
- o Jayne Berkaw Director, Marketing and Outreach



What We Do



BBC works with technology-based entrepreneurs and companies on strategies to advance R&D efforts to commercialization. Through training courses and one-on-one counseling, the BBC team coaches clients in:

- · Commercialization Planning
- · Research Grant Assistance
- SBIR/STTR Training
- Grant/Contract Management
- Tech-Based Economic Development Programs

The BBC team is nationally recognized for its success in helping clients win federal funding through the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs, and use it tactically to propel growth.

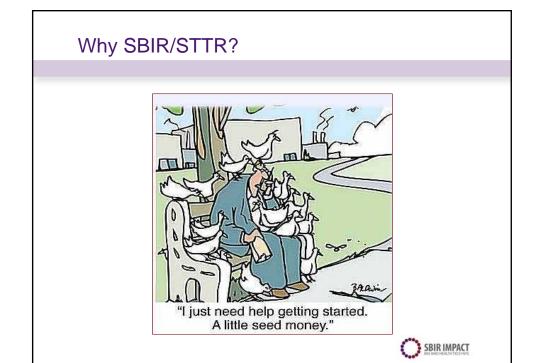


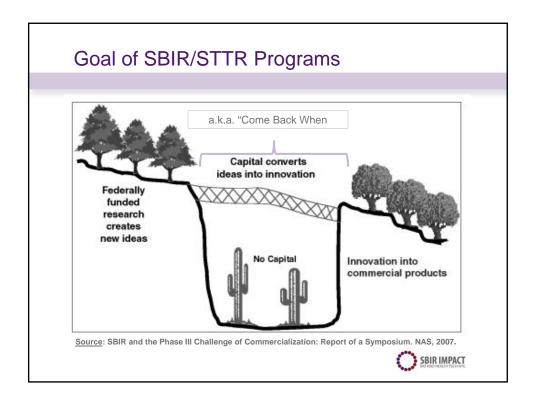
Now about you...



- Where are you from....
 - University? Industry? Government? Other?
- o What is your technology?
- o How will your technology become a product?
- Who will purchase this product when commercialized?
- o Already submitted grants or contracts
 - SBIR/STTR? R0I? NIH, NSF, Other?
- o Planning to submit?









What are SBIR* and STTR**?



\$2.5 billion of federal funding to:

- o Support small business to:
 - Stimulate technological innovation to
 - Develop <u>products</u> with <u>commercial merit</u>
- * Small Business Innovation Research
- ** Small Business Technology Transfer



Purpose of SBIR/STTR Programs



- Stimulate technological innovation in the private sector
- Strengthen the role of small business in meeting Federal R&D needs
- Increase commercial application of Federallysupported research
- o Improve the return on investment from Federally-funded research for economic and social benefits to the Nation.
- [Not an alternative source of funding basic research]

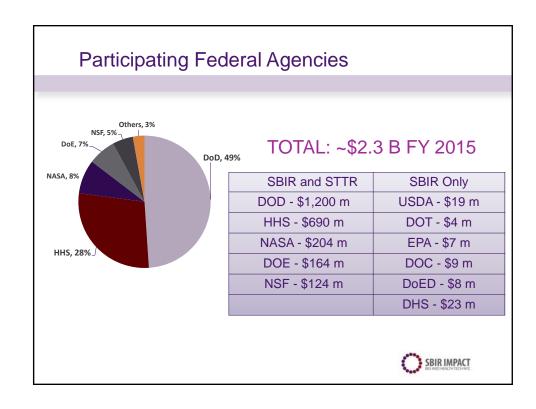


What is SBIR/STTR....



- o Mandated by legislation (NDAA FY2012)
 - Current authorization for 6 years through 2017
 - Separate legislation for SBIR and STTR
- Applies to agencies with extramural research budgets that exceed certain thresholds
 - SBIR applicable to 11 Agencies
 - STTR applicable to 5 of the 11 SBIR agencies
 - Participation mandatory
- o SBA "oversees" program implementation and compliance
 - SBIR/STTR Policy Directive
 - Small Business Size Regulations





Key Questions...



- o The Project:
 - What do you need the money for?
- o The Company:
 - Who owns it?
 - What resources does it have?
 - Facilities
 - People
 - Where will it get what it needs?



The Project: What Does SBIR/STTR Fund?

o <u>PRODUCT</u> Development



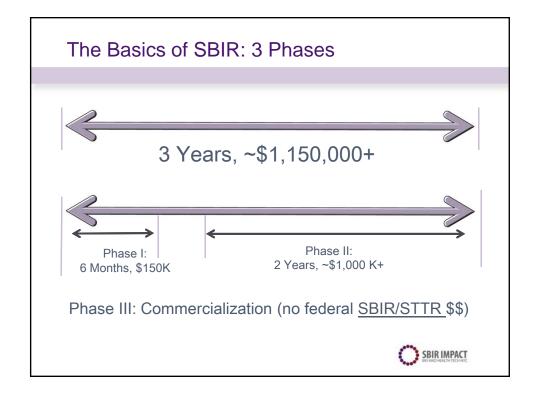
- o Based on "technological innovation"
 - "high risk"



o Credible Commercialization Strategy



The Project Questions: o \$ for Product Development • What is the intended product? • What applications will it be used for? • What has been done to date? • How much is left to do?



Three Phases of SBIR/STTR

- o Details Agency Dependent
- o Phase I Feasibility*
 - 6 months 1 year
 - \$80k 225k
- o Phase II Expand results, pursue further development*
 - 2 years
 - \$750k \$1.5m
- o Phase III Commercialization
 - Your own \$\$ (ie no government \$!)
- o *Phase I and II supplements available at some agencies



The Project

RISKS AHEAD

Questions:

- o Based on "technological innovation"
 - What is the technological innovation that will enable the product to achieve the desired performance?
 - How certain are you that it will work?
 - Is there risk of failure?
 - Will the product be revolutionary or evolutionary?



The Project

What is Commercialization?

- o Ability to provide a solution to a problem in exchange for money
 - Important Problem?
 - Viable Business Model?





Commercialization

There is no such thing as the "Build it and they will come" Business Model





The Project – QUESTIONS:

- Credible Commercialization Strategy
 - Is there a market identified?
 - Has a competitive analysis been done?
 - How will the company generate revenue?
 - What additional resources will be required to achieve commercialization?
 - Have sources of those resources been identified?
 - Strategic Partners
 - Sources of capital



SBIR/STTR Programs

Learn the Rules!





The Company

Questions:

- o A for-profit entity?
- o Who owns the company?
- o Who controls the company?
- o Does the company have its own research facilities?
- o Is there a qualified PI with primary employment at the company?





2012 Reauthorization SBA Documents

Small Business Size Regulations

- o Final Rule
- Published 12/27/2012
 https://www.federalregister.gov/articles/2012/12/27/2012-30809/small-business-size-regulations-small-business-innovation-research-sbir-program-and-small-business
- o Effective Jan 28, 2013





Eligibility for Funding

Small business

- · US owned and controlled
- < 500 employees
- For-profit
- Located in the U.S.
- R&D must be performed in the U.S.





SBIR & STTR Size Regulations

Ownership and Control

- o >50% owned and controlled by:
 - i. US citizens, permanent resident aliens and/or one or more domestic business **concerns** which themselves are >50% owned and controlled by US Citizens or permanent resident aliens

or

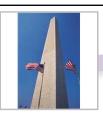
i. Multiple domestic VCOCs, HFs, or PEFs, provided that no single such investor owns more than 50% (SBIR ONLY)







SBIR & STTR Size Regulations



Ownership ...

- All ownership, control and affiliation determinations will be made using fully diluted shares on a converted basis
- SBIR applicants must have a place of business in the US
- SBIR applicants must be organized as for-profit businesses under US law
- VCOCs, PEFs, HFs, investing in the SBIR applicant must be organized under US law and have a place of business in the US



SBIR & STTR Size Regulations



Size and Affiliation

- Under 500 employees for SBIR applicant and its affiliates including:
 - Full-time, part-time or other basis
 - Employees obtained from a temporary employee agency, PEO or leasing concern
- Based on average of number of employees for each pay period in the preceding 12 months



SBIR & STTR Size Regulations

Size and Affiliation

 Affiliation exists when one business controls or has the power to control another or when a third party controls or has the power to control both businesses





SBIR & STTR Size Regulations



Timing of Size Certifications

- o Size and eligibility certified at the time of award
- If awardee grows to > 500 employees during the time of the award it may continue to perform activities covered by the award
- If awardee merges or is acquired it may only continue for the current funding period and then will have to recertify



Facilities Requirement

- o The research work to be performed by the awardee is to be conducted in:
 - Company controlled
 - Research space —
 - Suitable to do the work proposed







SBIR vs. STTR

SBIR and **STTR** are two separate programs

- Not all agencies with both SBIR and STTR programs give you the choice of mechanism
- o Separate set-asides
 - SBIR: 2.6% (3.2% in 2017)
 - STTR: 0.35% (0.45% in 2017)





SBIR vs. STTR

Relationship with a non-profit research institution:

- SBIR allows but does not require the involvement of a non-profit research institution
- o STTR requires the involvement of a non-profit research institution

The Applicant Organization is always the Small Business!



SBIR vs. STTR: Who does the work?

- ** APPLICANT IS ALWAYS THE SMALL BUSINESS**
- Subcontract percentages
 - **SBIR**: no more than 33% in a Phase I and 50% in a Phase II
 - **STTR**: at least 40% at small business and at least 30% at partner non-profit research institution





SBIR vs. STTR Facilities Requirement

Therefore the company must do:

- ≥67% of the SBIR Phase I work and
- ≥ 50% of the Phase II work

or

• ≥ 40% of the STTR Phase I and II work in**

**Company controlled research space suitable to do the work proposed!





SBIR vs. STTR: Where is the PI?



APPLICANT IS ALWAYS THE SMALL BUSINESS

- o Principal Investigator rules
 - SBIR: PI at least 51% employed at small business
 - STTR: At small business or non-profit research partner. Must have an 'official relationship' with the small business and at least 10% effort on the project (except for NSF)



STTR Applications - Extra Requirements

- Company & its University partner must sign intellectual property (IP) agreement (JIT)
- "Budget and Certification of Research Institution" form required
- Virtual companies do not qualify
- o Be conscious of conflict of interest issues
 - (Both of the above apply equally to SBIRs that include a subcontract to a non-profit research institution)



How do you choose?



- o Does the agency offer STTR?
- o Is the relevant technology area/specific topic offered under both mechanisms?
- o If yes to both above:
 - Do a resource inventory people and facilities
 - What do I have?
 - What do I need?
 - Where will I fill the gaps?
 - Talk to the Agency



How Can Academics Participate?

- Faculty member can own small company & identify someone else (well-qualified) as PI
- o Faculty member can be PI (i.e., with appropriate leave of absence)
- Subcontracts to academic institution
 - Faculty member can be PI's of subcontracts
 - Faculty member can provide analytical and other support services
- o Faculty member can be a consultant





Common Misconceptions



- o Universities can apply for STTRs
- o If a University is involved you have to do an STTR
- o If the IP comes from a University you have to do an STTR
- If the inventor and/or key scientist is faculty you have to do an STTR
- If the PI of an STTR is at the University it is the University's grant/contract
- o All of the work of an STTR can be done at the University



Critical "watch-outs"



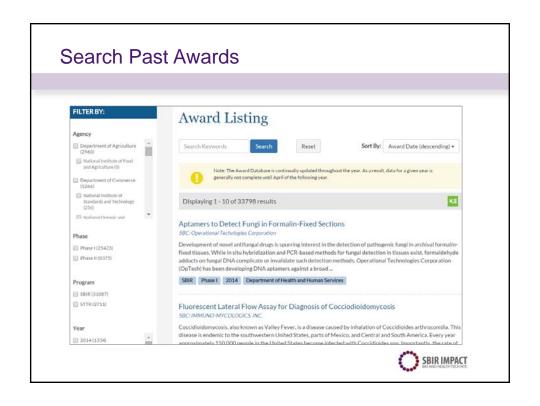
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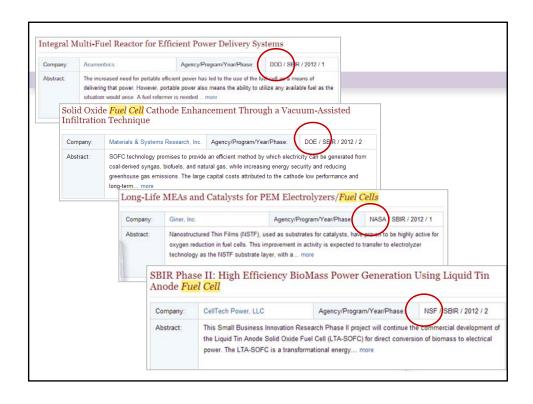
- The company has company-controlled research facilities
- o If the PI of an SBIR has a faculty appointment, that they reduce their effort appropriately
- You accurately represent the company's resources on your application

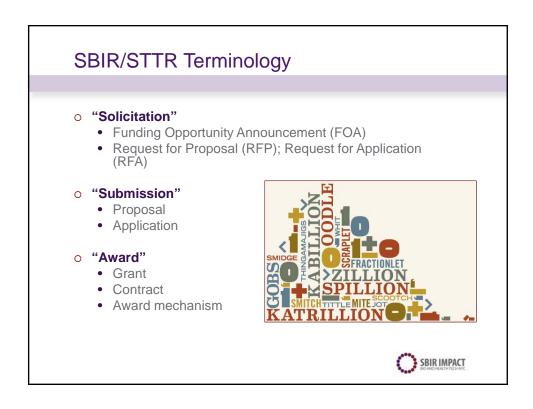


DO YOUR HOMEWORK!









Agency Differences

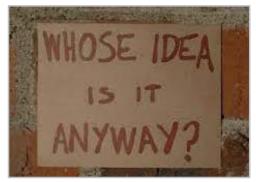
- o Receipt dates, number & timing of solicitations
- o Type of award (grant or contract)
- o Proposal review process
- o R&D topic areas
- o \$ of award (both Phase I and II's)
- o Proposal success rates
- o Profit or fee allowed
- Gap funding provided (competing continuation grants)
- o Payment types & schedules





Grants vs. Contracts....







Agency Differences – Grants vs. Contracts

Contracts

- Procurement
- Well-defined, legally binding statement of work, obligations, responsibilities
- Specific deliverables defined
- Topic Specific Response
- Agency contact limited
- Phase III opportunities

Grants

- Assistance
- Project/proposal is welldefined, but no formal agreement
- Progress/final reports
- Broad topics funded
- Agency contact unlimited
- No Phase III opportunities



Agency Differences - Grants vs. Contracts

Grants – Investigated Initiated Topics

- HHS (95% \$\$), NSF, USDA, DOE
- Some agencies might have topic areas (aka "buckets")
- · Open communications
- · External peer review

ecified topics

Contracts – Agency-specified topics

- DoD, NASA, DHS, EPA, DOT, DOC, ED, HHS (5% \$\$)
- · Must respond to a topic
- Limited time to prepare (8-12 weeks)
- Limited communications during open solicitation
- Internal review



Agency Differences – Review Process

Internal Review

- DoD, DHS
- Review panels composed of Agency personnel



External Review

- NIH, NSF
- Review panels composed of leading experts in the field
- Agency personnel do not score/rank applications, but manage the process





For More Agency Information

o 2015 National SBIR/STTR Conferences

 Washington, DC, June 14 – 17
 Co-located with TechConnect World & National Innovation Summit

NIH SBIR/STTR Conference

• Seattle, WA, October (tba) 2015



How to be Competitive in SBIR/STTR

- o Understand the philosophy of the Agency
- o Understand the review process
- o Understand the psychology of the reviewers
- o Develop and follow a strategic plan
- o Follow the rules





Federal SBIR/STTR Agencies Funding Life Sciences

- o National Science Foundation
- o Department of Defense
 - Army
 - Navy
 - Air Force
 - SOCOM
 - OSD
- o National Institutes of Health







Strategic Planning



BEFORE you start to write your proposal:

- o Understand NIH Structure
- o Find a Solicitation
- o Understand the Review Process
- o Define your project
- o Understand how to work with NIH





National Institutes of Health



- The National Institutes of Health (NIH), a part of the U.S. Department of Health and Human Services
- o Composed of 27 Institutes and Centers.
- o NIH's mission is to seek fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to enhance health, lengthen life, and reduce the burdens of illness and disability.



HHS Program Funding 2014

2014 Budget	SBIR	STTR
NIH	\$663M	\$95M
CDC	\$8.97 M	N/A
FDA	\$1.29M	N/A
ACF	\$81K	N/A



NIH Institutes Differ in Funding



- o 20 institutes & 7 centers at NIH
- o 23 of 27 make SBIR awards
 - Separate budgets (extramural funding)
 - Do some intelligence work first





Where does SBIR/STTR Fit at NIH?

Award Mechanisms - Research Grants

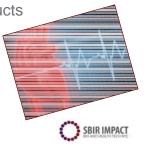
- o Traditional R01
- o Small R03
- Exploratory/Development R21
- o Program Project P01
- o Research Center P41, P30, P50
- Large Project/Program Planning P20
- o Clinical Trial Planning R34
- o Small Business R41, R42, R43, R44
- Academic Research Enhancement Award (AREA) R15

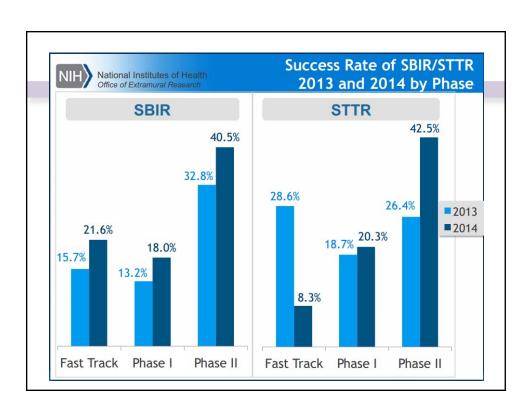
http://grants.nih.gov/grants/funding_program.htm

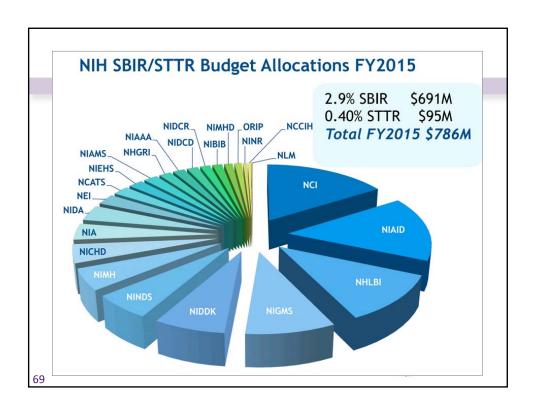


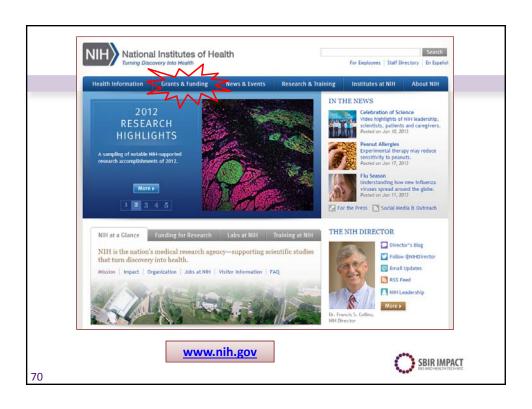
Purpose of NIH SBIR/STTR Program

- o Stimulate technological innovation
 - New technologies
 - Refinement of existing technologies
 - · New applications for existing technologies
- Increase the commercial application of NIH supported research
 - New medical or biological products
 - Improved value
 - Improved efficiency
 - Improved costs











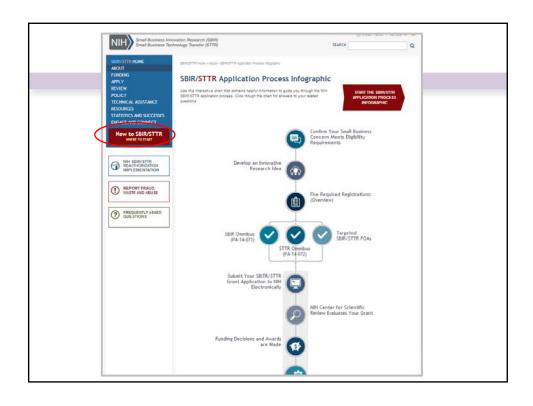


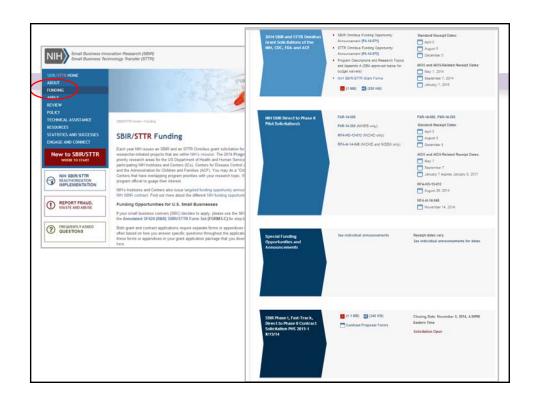
How Does NIH Solicit Applications?

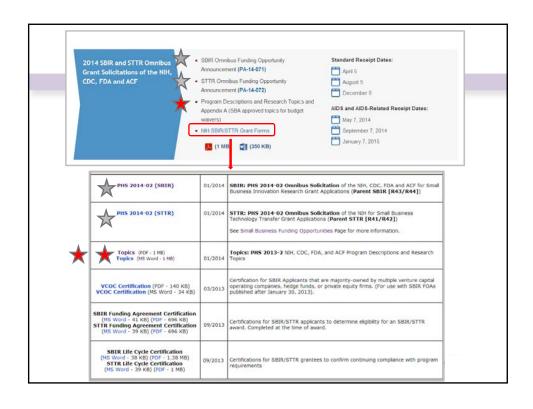
- Federal Opportunity Announcements (FOA) published:
 - The NIH Guide
 - At grants.gov
- o Parent Announcements cover basic mechanisms
 - Investigator-initiated applications
- o Special Opportunities to "fill gaps"
 - Requests for Applications (RFAs) a one time call with set aside funds
 - Program Announcements (PA) highlights areas of focus
 - Program Announcement with Special Review (PAR) for special consideration and "protected" review
 - Program Announcement with Set Aside (PAS) essentially an RFA with multiple receipt dates

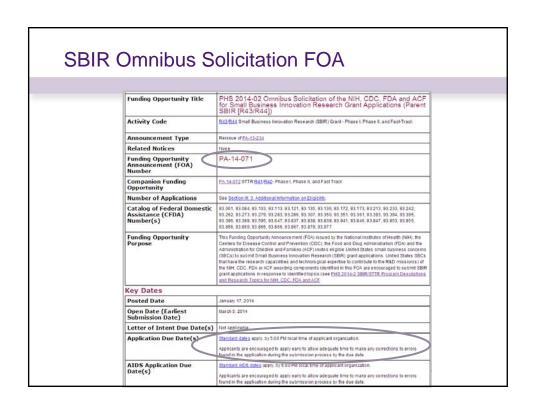


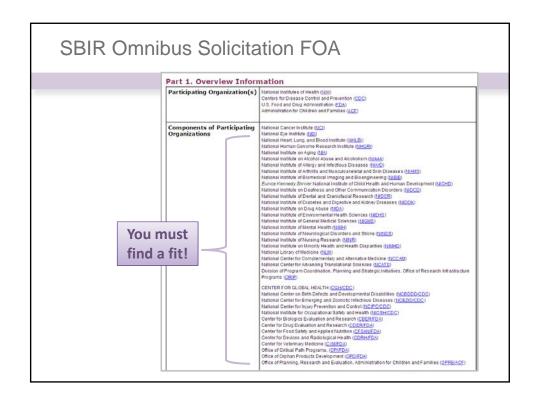


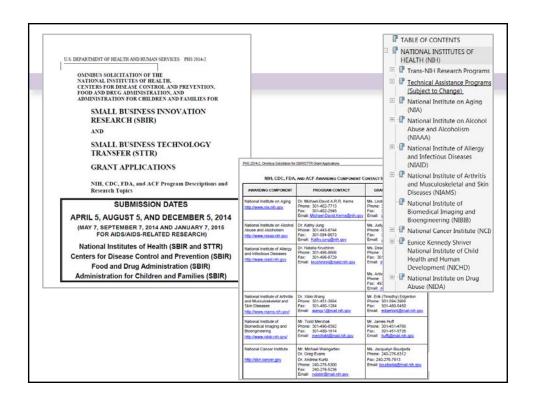












SBIR/STTR Standard Due Dates

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES PHS 2014-2

OMNIBUS SOLICITATION OF THE
NATIONAL INSTITUTES OF HEALTH.
CENTERS FOR DISEASE CONTROL AND PREVENTION,
FOOD AND BUTG ADMINISTRATION, AND
ADMINISTRATION FOR CHILDREN AND FAMILIES FOR

SMALL BUSINESS INNOVATION RESEARCH (SBIR)

AND

SMALL BUSINESS TECHNOLOGY TRANSFER (STTR)

GRANT APPLICATIONS

NIH, CDC, FDA, and ACF Program Description Research Topics

SUBMISSION DATES

APRIL 5, AUGUST 5, AND DECEMBER 5, 2014 (MAY 7, SEPTEMBER 7, 2014 AND JANUARY 7, 2016 FOR AIDS/AIDS-RELATED RESEARCH)

National Institutes of Health (SBIR and STTR) Centers for Disease Control and Prevention (SBIR) Food and Drug Administration (SBIR) Administration for Children and Families (SBIR)

- Current Omnibus Solicitation extended:
 - April 5, 2015 (last cycle for current Omnibus)
- Upcoming Omnibus: to be released June 2015
 - September 5, 2015 NEW Omnibus Cycle 1
 - January 5, 2016- NEW Omnibus Cycle 2
 - April 5, 2016- NEW Omnibus Cycle 3

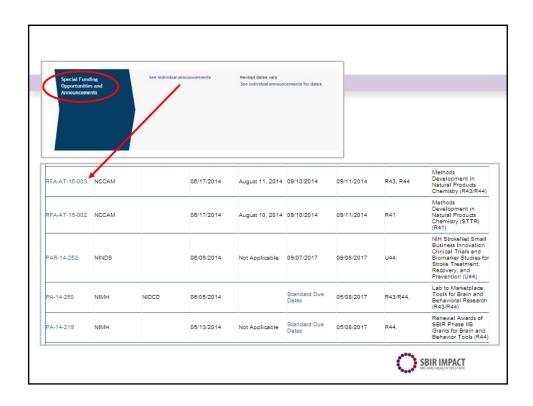


NIH SBIR/STTR Special Solicitations



- o RFA Request for Applications
 - Specific program purpose
 - Funds set aside for the competition
 - · Generally identify a single application receipt date
 - Unique receipt dates
- o PA Program Announcement
 - Requesting applications in the stated scientific areas
 - Money is not set aside
 - · Standard receipt dates







Other Special Solicitations

- o Fast Track
 - · Not all Institutes will fund a Fast Track
 - Phase I and II submitted in one application
 - · Project attributes should include:
 - Robust preliminary data
 - Extremely measurable Phase I Aims
 - Strong commercialization plan AND resources
- o Direct to Phase II (special solicitation)
 - New in April 2014
 - · Not all I/Cs are participating
 - NOT the same as a Fast Track
 - You must have done the equivalent of a Phase I but with non-SBIR funds
- o Phase II Competing Renewals (aka Phase II B)
 - · Not offered by all Institutes/Centers
 - Some I/Cs participate via the Omnibus
 - Some I/Cs release a separate solicitation (e.g. NCI Phase II Bridge Award)



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Other Special Solicitations

If you are considering one of the following:

- o Fast Track
- o Direct to Phase II (special solicitation)
- Phase II Competing Renewals (aka Phase II B)

TALK TO PROGRAM STAFF AT THE APPROPRIATE INSTITUTE WELL IN ADVANCE OF THE DEADLINE



Do your homework @ NIH

- o Which Institute?
- o Which Mechanism?
- o Scope?
- o Timing?





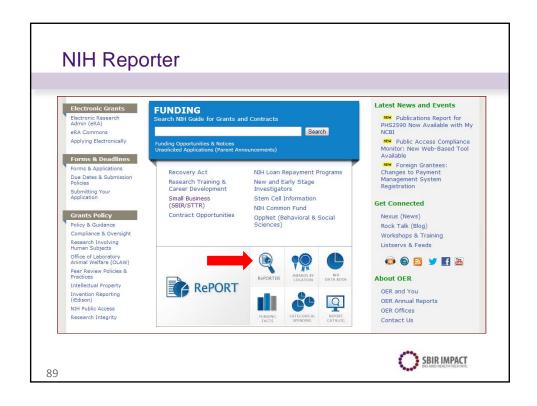
NIH Strategic Planning

- o DIRECT YOUR PROPOSAL!
 - o Find a home
 - Search Reporter
 - Talk to Program Staff
 - o Ensure appropriate review
 - Review CSR Study Sections
 - o Tailor your project

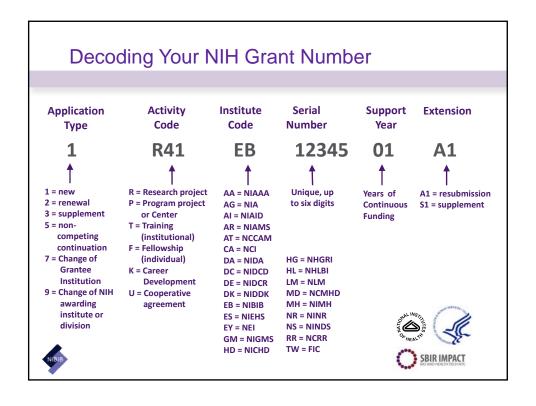


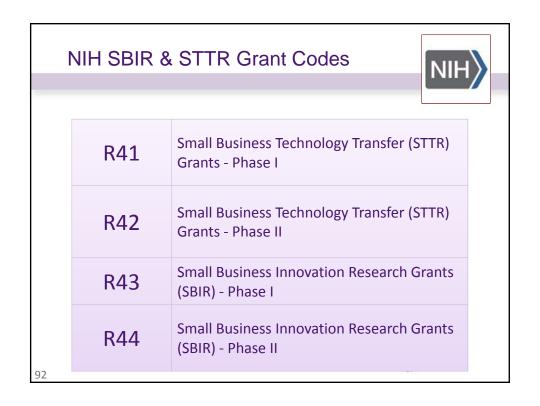


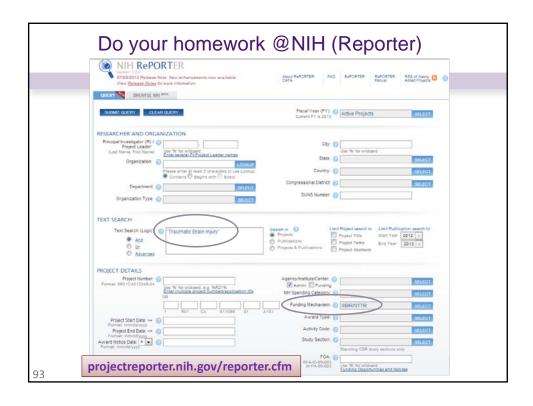


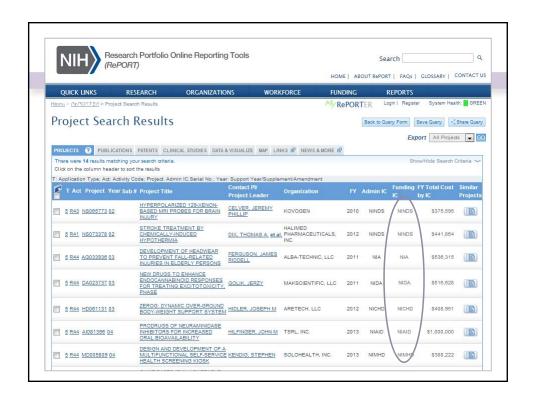


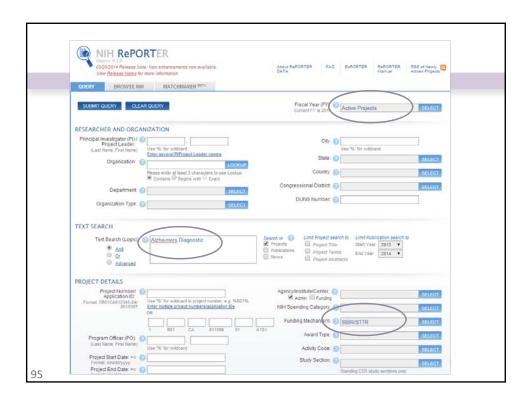


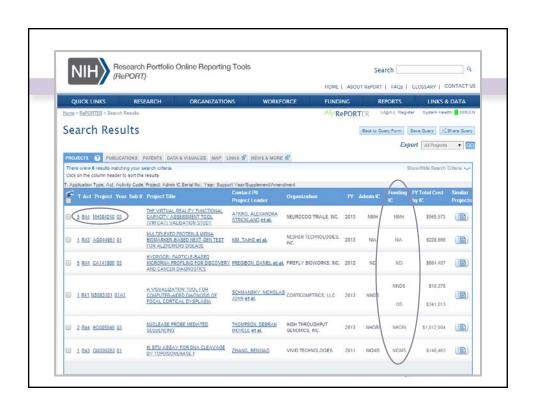


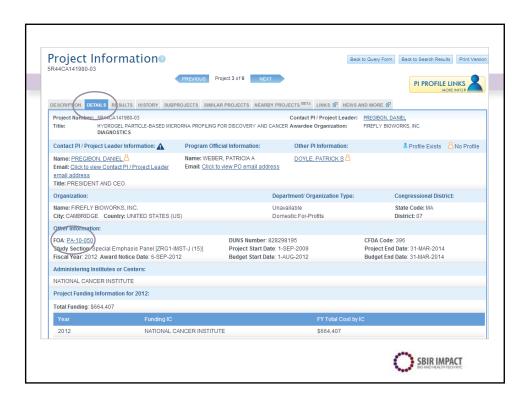


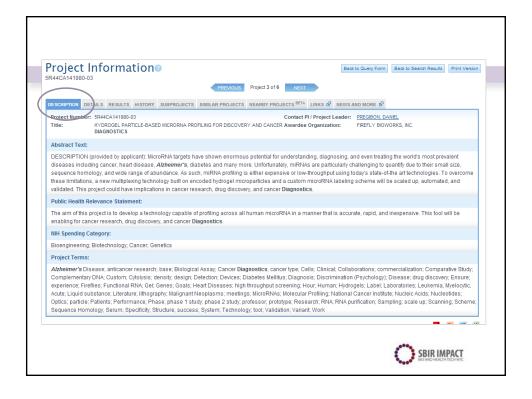


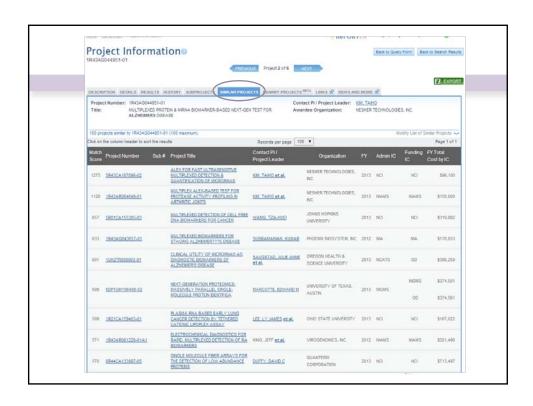


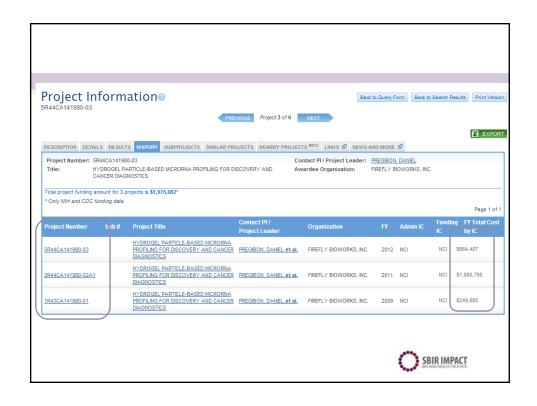












1.4 Interactions with PHS Staff

The PHS agencies encourage applicants to communicate with staff throughout the entire application, review and award process. Web site addresses and staff phone numbers of relevant NIH awarding components and other PHS agencies are listed in the table below.

Table 1.4-1. Awarding Component Contact Information Table

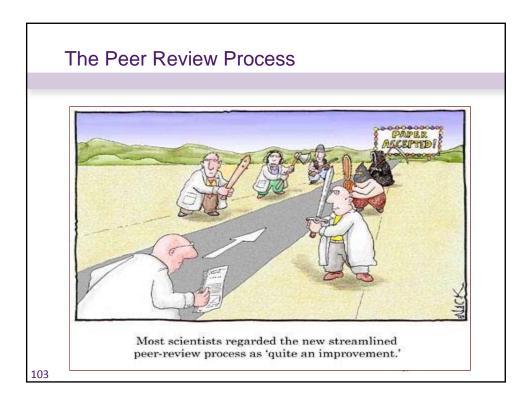
AWARDING COMPONENT	PROGRAM CONTACT	GRANTS MGMT. CONTACT
National Institute on Aging http://www.nia.nih.gov	Dr. Michael-David A.R.R. Kerns Phone: 301-402-7713 Fax: 301-402-2945 Email: Michael-David.Kerns@nih.gov	Ms. Linda Whipp Phone: 301-496-1472 Fax: 301-402-3672 Email: Linda.Whipp@nih.gov
National Institute on Alcohol Abuse and Alcoholism http://www.niaaa.nih.gov	Dr. Gary Murray Phone: 301-443-9940 Fax: 301-594-0673 Email: <u>Gary.Murray@nih.gov</u>	Ms. Judy Fox Phone: 301-443-4704 Fax: 301-443-3891 Email: <u>Judy.Fox@nih.gov</u>
National Institute of Allergy and Infectious Diseases http://www.niaid.nih.gov	Dr. Paula Strickland Phone: 301-435-8563 Fax: 301-480-1993 Email: pstrickland@nih.gov	Mr. Michael Wright Phone: 301-451-2688 Fax: 301-493-0597 Email: mawright@mail.nih.gov
National Institute of Arthritis and Musculoskeletal and Skin Diseases http://www.niams.nih.gov/	Dr. Xibin Wang Phone: 301-451-3884 Fax: 301-480-1284 Email: wangx1@mail.nih.gov	Ms. Sheila Simmons Phone: 301-594-9812 Fax: 301-480-5450 Email: simmonss@mail.nih.gov Mr. Erik (Timothy) Edgerton Phone: 301-594-3968

Grant Writing 101:

Understand the Review Process a.k.a.- make the reviewers job easy...



SBIR IMPACT



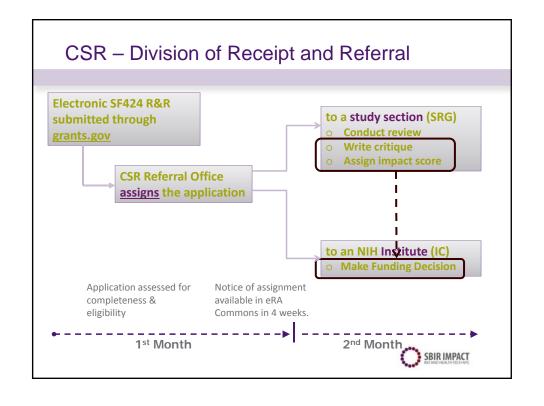


Center for Scientific Review

- o Single receiving point for all NIH applications
- Assigns applications to the Scientific Review Groups (aka Study Section)
- Assigns applications to the Institute/Center that is the potential funding component

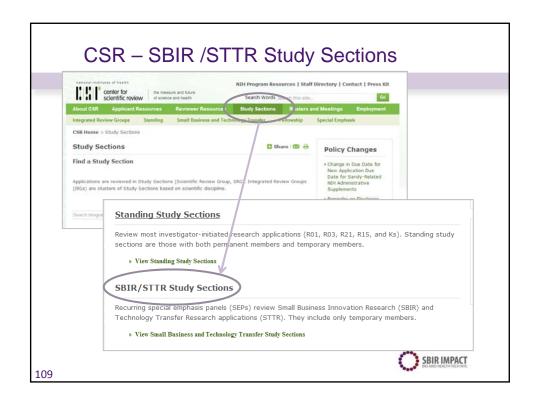


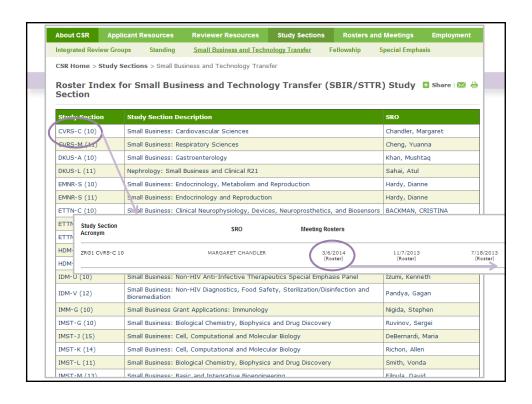


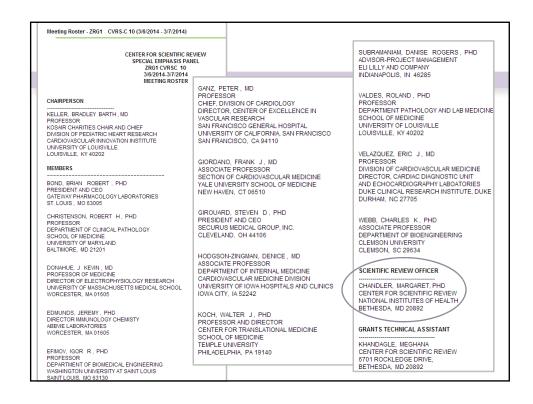












The Review Process at CSR



o Assignment

- The Division of Receipt and Referral (DRR) assigns each application to a review group and to one or more Institutes/Centers for funding consideration.
 - Referral staff have access to the entire application, not just the title and Abstract. In many cases, they concentrate on the Abstract and Specific Aims.
 - Requests made by investigators and the assignment of previous applications are also considered.
 - An Institute or Center (IC) is identified for primary assignment for funding.
 - Applications may also receive dual IC assignments.
 - The grant application is assigned for review to the CSR or to one of the other IC Review groups.



The Review Process at CSR



o Review

- o Prior to the meeting reviewers are assigned to your application
 - Your Scientific Review Officer (SRO) will analyze the content of your application, check for completeness and compliance with policies, and decide which reviewers can best evaluate it.
 - Reviewers have access to your application approximately 6 weeks before the Study Section meeting.
 - Each application is assigned to three or more reviewers, and at least two of them provide full written critiques. These assigned reviewers lead the discussions at the meeting.
 - Before the Study Section meets, reviewers confidentially submit preliminary critiques. Reviewers also assign preliminary scores for each review criterion and for the overall impact of the application.



The Review Process at CSR

- o Review
- The SRO uses the preliminary overall impact scores to order the reviews. Applications in the lower half are not typically discussed.
- o Study sections convene for 1 to 2 days.
- Assigned reviewers present their evaluations and mail reviews are read.
- After a general discussion, reviewers privately submit overall impact scores to CSR.
- o Relevant NIH program staff are encouraged to attend, but do not participate.
- The Advisory Council of the funding institute will then consider the study section's recommendations.



NIH Review Criteria Significance Significant Science Significant Product Significant Commercial Opportunity Investigators Innovation Approach Environment

NIH Review Process



- o Preliminary Impact Score of 1 9 (best to worst)
 - Each criterion also scored; unrelated to impact score
- o Preliminary scores used to determine which are discussed
 - Rank order discussion process
- o Final impact score by each panel member for those discussed
 - Overall impact score = mean x 10 (range from 10-90)
- o All applications receive written summary statement
 - Streamlined applications receive scores on each criterion in addition to critiques



Significance / Impact

 Overall <u>Impact</u> Score: assessment of the likelihood for the project to exert a sustained, powerful influence on the research field(s) involved.





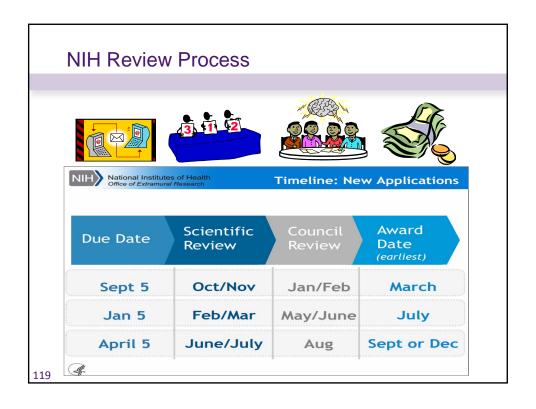
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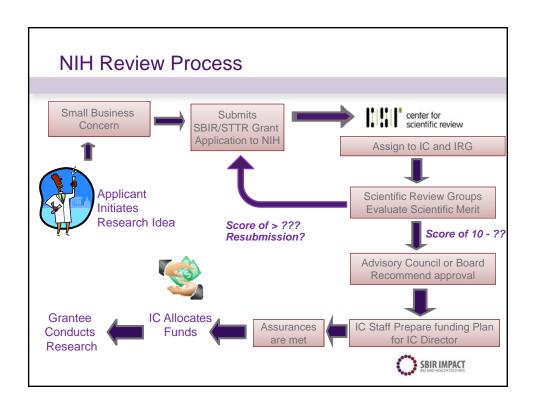
NIH Funding Decisions

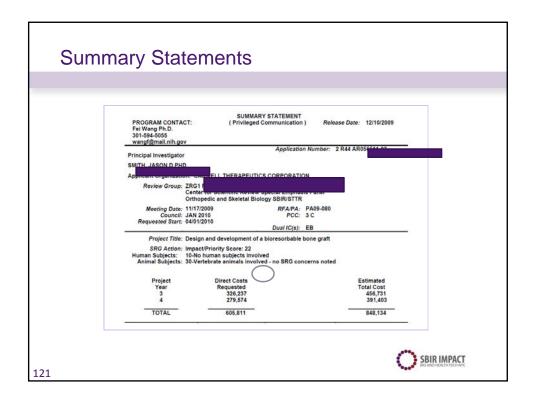


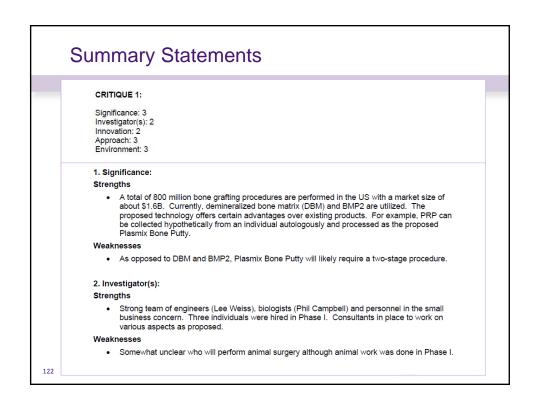
- o Ratings from scientific/technical evaluation
- Overall Impact scores of 1 to 9 (best to worst)
 - Rank Priority Discussion
 - All applications receive written summary statement
- o Areas of high program relevance
- o Program balance among areas of research
- o Available funds
- o Extent of commercialization status
 - >15 Phase II awards in prior 5 fiscal years











Review Criteria





- o Significance
 - Technical merit
 - Commercial value
- o Investigators
- o Innovation
- o Approach
- o Environment





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Significance: Merit of Project



- o Does this study address an important problem?
- o Will the Specific Aims be reached when experiments are completed?
 - If so, how will scientific knowledge or clinical practice be advanced?
- What will be the effect of these studies on concepts, methods, technologies, treatments, services, or preventative interventions that drive this field?



Significance: Commercial Value

- O How strong is the commercial potential of the project in terms of leading to a marketable product or process?
- o What may the product or process be worth?
- o Will the technology have a competitive advantage over existing or alternative technologies in meeting the market needs?

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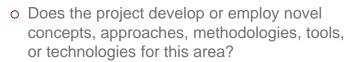
Investigators

- o Knowledgeable
 - Investigators appropriately trained and well suited to carry out this work?
- o Skilled
 - Is the work proposed appropriate to the experience level of the principal investigator and other researchers?
- o Are the investigators 'productive'?
 - · Persistent, Passionate, Focused
- o Does the investigative team bring complementary and integrated expertise to the project?

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Innovation

- o Is the project original and innovative?
- Does the project challenge existing paradigms or clinical practice; address an innovative hypothesis or critical barrier to progress in the field?







Quality of Approach

- o Is there a solid **hypothesis** to be tested?
- o Sound experimental design & methods
 - Are the conceptual or clinical framework, design, methods, and analyses adequately developed, well integrated, well reasoned, and appropriate to the aims of the project?
- o Does the applicant acknowledge potential problem areas and consider alternative tactics?



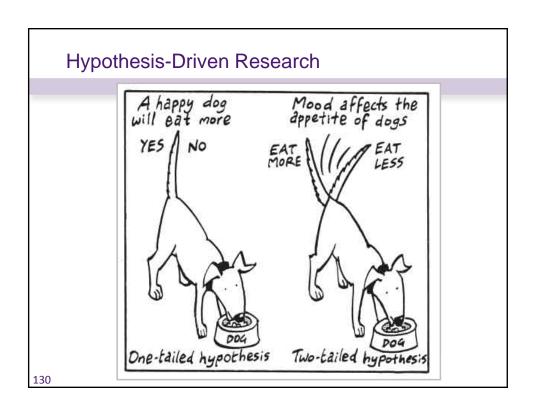
Environment

o Does the scientific environment in which the work will be done contribute to the probability of success?

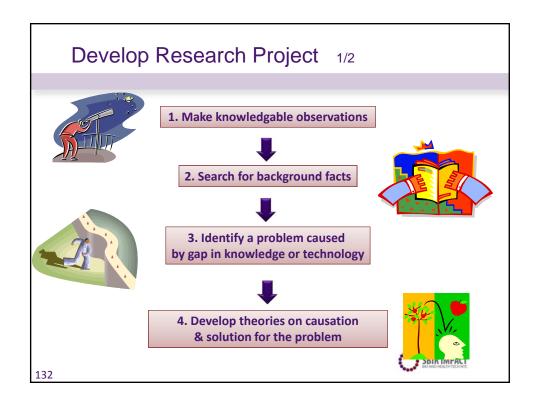


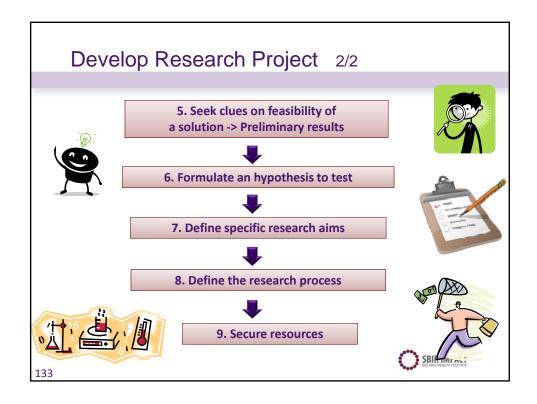
- Do the proposed studies benefit from unique features of the scientific environment, or subject populations, or employ useful collaborative arrangements?
- o Is there evidence of institutional support?

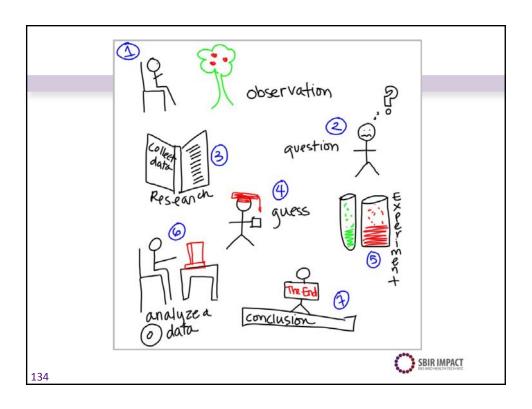
SBIR IMPACT











Essential Features of a Hypothesis

- o Must be **testable**:
 - Availability of means and tools
 - · Competence of investigator
- o Must be reasonable:
 - Compatible with existing knowledge
- o Must be **significant**:
 - Promises to result in valuable new knowledge or technology



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Strategic Planning



- Understand NIH Structure
- o Find a Solicitation
- o Understand the Review Process
- o Define your project
- o Understand how to work with NIH
- o Proposal Preparation...





NIH SBIR/STTR Proposal Preparation

Key Planning Steps

- o Acquire preliminary data
- Conduct scientific literature search and market research
- o Plan experiments/R&D activities
- o Develop commercialization strategy
- o Convene the technical team
- o Secure facilities and other resources



Writing the Proposal

Primary Questions to be Answered

- o What you are going to do?
- o Why is it worth doing?
- o Who is going to do the work?
- o Where are you going to do the work?
- o How much will it cost?





Components of an NIH SBIR/STTR

- o 1. Introduction to Application (1pg)
- o 2. Specific Aims (1 pg)
- o 3. Research Strategy (6 or 12 pg)
 - Significance
 - Innovation
 - Approach
- o 4. Inclusion Enrollment Report
- 5. Progress report/Publication List (Phase II proposals only)
- o 6. Protection of Human Subjects
- o 7. Inclusion of Women and Minorities
- o 8. Targeted/Planned Enrollment Table
- o 9. Inclusion of Children
- o 10. Vertebrate Animals
- o 11. Select Agents
- o 12. Multiple PD/PI Plan

- o 13. Consortium/Contractual Arrangements
- o 14. Letters of Support
- o 15. Resource Sharing Plans
- o 16. Appendix
- o Bibliography and Refs Cited
- o Project Summary/Abstract (30 lines)
- o Public Health Relevance Statement/Narrative
- o Senior/Key Person Profiles
- o Biographical Sketches (4 pg ea.)
- o Facilities & Other Resources
- o Equipment
- Project Budget
- Subaward Budget
- o Cover Letter
- Commercialization Plan (12 pg; Ph II & Fast Track only)
- o Forms



Which sections?

What you are going to do? Why is it worth doing?



- Specific Aims Section
- Research Strategy
- Commercialization Plan (Phase II and FastTrack)



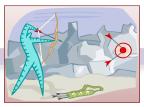
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Specific Aims



- Single and most important page of application
- o Sets out what you intend to do
- o An Executive Summary of the Proposal



Specific Aims



- o Introductory paragraph should
 - · Capture the vision with a broad goal justifying the research question
 - Summarize relevance and feasibility of the approach
 - · Engage the reader with
 - strong, solid, testable hypotheses, or
 - discrete, finite technology development goal
- o Succinctly state each research aim in one sentence
 - Experiments (as described in the research strategy section) support aims, aims test the hypothesis
- o Be focused
 - · aims independent yet related to overall goal
 - avoid dense text and acronym overload



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Importance of Specific Aims



- Criteria by which success of Phase I will be judged
 - Q: Did you demonstrate feasibility?
 - A: Did you accomplish the specific aims?



Specific Aims - Outline Phase I

Note to Self: Pay Attention

- o The Company
- o Significance
 - · Problem to be solved
 - · Gap in knowledge
- o The Product
 - Technological Innovation
 - Impact
- o Long Term Goal
 - · Rationale for the goal

- o Phase I Project:
 - > Phase I Hypothesis
 - > Specific Aim 1...
 - Criteria for acceptance
 - > Specific Aim 2...
 - Criteria for acceptance
 - > Expected Outcomes
 - Proof of Feasibility
- o Plans for Phase II
- Commercial Application

PAGE LIMIT: One PAGE

SBIR IMPACT

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Specific Aims - Outline Phase II

Note to Self: Pay Attention

- o The Company
- o Significance
 - Problem to be solved
 - · Gap in knowledge
- o The Product
 - · Technological Innovation
 - Impact
- Long Term Goal
 - Rationale for the goal
- Phase I Outcomes
 - Demonstrate feasibility

- o Phase II Project:
 - Phase II Hypothesis
 - Specific Aim 1...
 - Criteria for acceptance
 - > Specific Aim 2...
 - Criteria for acceptance
 - > Expected Outcomes
- Commercial Application

PAGE LIMIT: One PAGE



Tips on Specific Aims

- Don't state a hypothesis that you cannot test with the experiments you are proposing
- Avoid descriptive phrases like: To correlate... To describe... To develop...
- Avoid wishy-washy, passive tense, or flowery language
- Write aims in active form with strong meaningful verbs
- No "fishing expeditions" microarray experiments, expression cloning, etc.

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Aims vs. Activities

- Specific Aims = Objectives
 - Either achieved or not
 - Do not yield results/data
 - Have measurable, desired end points
- o Tasks = Activities
 - Steps to achieve your aims/objectives
 - Make up your work plan
 - They are performed or carried out
 - Yield results &/or data











Components of an NIH SBIR/STTR

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- Forms



Research Strategy

- o Significance
- o Innovation
- o Approach





Significance

- Explain the importance of the problem or critical barrier to progress in the field.
- How will the proposed project improve scientific knowledge, technical capability, and/or clinical practice.
- Describe how the concepts, methods, technologies, treatments, services, or preventative interventions that drive this field will be changed if the aims are achieved.
- Describe the commercial potential of the project to lead to a marketable product, process or service.

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Significance

- o Amplify initial paragraphs of the Specific Aims.
- o Does the study address an important health related problem? How do you know?
- Define existing knowledge base via evaluating relevant literature. What are the knowledge gaps?
- Will my solution matter? Quantify, qualify the impact on:
 - Scientific knowledge
 - Technical capacity
 - · Clinical practice



Significance



- o Demonstrate:
 - Significant product
 - · Significant science
 - Significant need in the market
 - Significant commercial opportunity

Use references!





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Innovation



- o Clearly state the technological innovation.
- o Explain how the application challenges and seeks to shift current research or clinical practice paradigms.
- Describe any novel theoretical concepts, approaches or methodologies, instrumentation or intervention(s) to be developed or used, and any advantage over existing methodologies, instrumentation or intervention(s).
- Explain any refinements, improvements, or new applications of theoretical concepts, approaches or methodologies, instrumentation or interventions.



Innovation



- How will this effort shift current research or clinical practice paradigms?
- Is the proposed work new? Creative? Describe any novel theoretical concepts, approaches or methodologies, instrumentation or interventions(s) to be developed.
- How will the results direct/inform future research/product development?
- o Will success improve the "State-of-the-art", establish new research directions, change clinical practice?

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Approach



- Describe the overall strategy, methodology, and analyses to be used.
 Include how data will be collected, analyzed, and interpreted.
- Discuss potential problems, alternative strategies, and benchmarks for success.
- Describe the strategy to establish feasibility, and address the management of any high risk aspects of the proposed work.
- o Point out any procedures, or materials that may be hazardous to personnel and precautions to be exercised.
- o Include information on Preliminary Studies.
- Discuss the PD/PI's preliminary studies, data, and/or experience pertinent to this application.



Approach - Phase I



- Preliminary Data/Prior Work
 - are not required for Phase I applications (but if you don't have any, get some)
 - should support the proposed Phase I aims
 - Demonstrates that the investigator has:
 - mastery of (and/or access to) the required techniques
 - ability to manage and work with collaborators/partners
 - sufficient attention to important details (i.e. accurate, carefully assembled figures, tables, graphs)
- Reviewers will **not** look anything up! Provide sufficient, relevant details for an informed judgment



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Approach - Phase II

- o Phase I Progress Report**
 - · Beginning and ending dates of Phase I
 - Summarize Phase I Aims
 - Results and conclusions (achievement of aims)
 - Describe any significant changes to aims/new directions
 - Summary
 - Demonstration of Feasibility
 - How the outcomes support the Phase II
 - Technology developed, intended use, status of product development



^{**} for Direct to Phase II write as if you had a Phase I

Approach



- o Do experiments relate to the Specific Aims?
 - Provide an overview and conceptual framework
- o Are the experiments logical and well-integrated?
 - Why are the proposed methods the best way to go? Be sure this study is not "a technology looking for a problem"!
 - · Less detail needed for established techniques
 - · Alternatives for high risk elements add to the feasibility
- o Are the end-points/milestones clearly defined?
- o Is the appropriate statistical analysis included?
- o Is there a sensible timeline?

SBIR IMPACT

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Research Strategy - BBC Outline

Significance

- o Problem to be solved
- o Product to be developed
 - Impact of proposed product to provide a solution
 - Impact of product/innovation on state of the science/technology
- o Value of the solution to the problem
- Commercial Potential
 - Market analysis
 - Competition (competing technologies and competitors)
 - Commercialization strategy
- Other applications of the technology



Research Strategy - BBC Outline



Innovation

- The technological innovation (describe)
- o Relevance to current state of the science
 - Why is it innovative?
 - How does it move the field forward?
 - What future advancements will this innovation enable?

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Research Strategy - BBC Outline



Approach - Phase I

- o Prior work/Preliminary Studies
 - Rationale
 - · Aims of the preliminary studies
 - · Results and conclusions
 - Summary (how does the prior work apply to this SBIR/STTR)
- o Specific Aim (separate section for each aim)
 - Rationale
 - · Experimental Design & Methods
 - · Data Analysis & Interpretation
 - Potential Pitfalls / Alternative Approaches
 - Expected Outcomes



Research Strategy - BBC Outline

Approach - Phase II

- o Phase I Progress Report
 - · Beginning and ending dates of Phase I
 - Summarize Phase I Aims
 - · Results and conclusions (achievement of aims)
 - · Describe any significant changes to aims/new directions
 - Summary
- o Specific Aim (separate section for each aim)
 - Rationale
 - · Experimental Design & Methods
 - · Data Analysis & Interpretation
 - · Potential Pitfalls / Alternative Approaches
 - Expected Outcomes

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Approach - Outline

For Each Specific Aim:

- o [Restate the Aim]
 - Rationale
 - Give the reasoning behind the aim
 - · Experimental Design & Methods
 - Lay out what experiments (in detail) will be conducted to complete the aim and methods to be employed in each experiment
 - Data Analysis & Interpretation
 - How will you will analyze the data?
 - Potential Pitfalls / Alternative Approaches
 - What could go wrong and how will you compensate if it does?
 - · Expected Outcomes
 - What do you expect to happen?





Summary

- o Tell the reviewers:
 - What (Specific Aims)
 - Why (Significance, Innovation, Prior Work)
 - How (Research Strategy)
- o Summarize who, when and where:
 - Gantt Chart
 - Detailed timeline for project
 - Details who will be responsible for completion of each aims
 - Where the work will be done (company, subcontractor etc.)



		Gantt Chart (who, when, where?)						
i								
Specific Aims	Month							
	1	2	3	4	5	6		
Specific Aim 1	↔	\leftrightarrow						
Experiment 1 A. Scientist, Ph.D. NewCo. Labs	↔							
Experiment 2 A.N. Scientist, Ph.D. NewCo. Labs		↔						
Specific Aim 2			↔					
Experiment 1 A. Engineer, M.S. MidWest University			↔	↔				
Specific Aim 3				↔	↔	↔		
Experiment 1 A.N. Scientist, Ph.D. Research Co. 2				↔	↔	↔		

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- o Senior/Key Person Profiles
- o Biographical Sketches (4 pg ea.)
- o Facilities & Other Resources
- o Equipment
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- Subaward Budget
- Cover Letter
- Commercialization Plan (12 pg; Ph II & Fast Track only)
- o Forms



Human Subjects



If you have human subjects

- o You must upload 5 pdf attachments:
 - Inclusion Enrollment Report
 - Protection of Human Subjects (includes Data & Safety Monitoring Plan)
 - Inclusion of Women and Minorities
 - Targeted/Planned Enrollment Table
 - Inclusion of Children



IRB Training



- If human subjects are to be used, training and certification is mandatory
- All research must be under guidance of an Institutional Review Board (IRB)
- Academic Institutions may act on behalf of small business
- o NIH Office of Human Subjects Research
 - http://ohsr.od.nih.gov
- o Various online certification options

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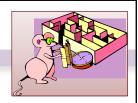
Where to get help on Human Subjects

- The NIH SBIR/STTR Application Guide (Part II: Supplemental Instructions for Preparing the Human Subjects Section of the Research Plan)
- o The National Institutes of Health (NIH) Human Research Protections Program (HRPP)
 - http://ohsr.od.nih.gov
- o Research Involving human subjects
 - http://grants.nih.gov/grants/policy/hs/





Vertebrate Animals



- o Address the following five key points
 - Describe the proposed use of the animals in the work outlined e.g. species, strains, ages, sex, numbers
 - Justify the use of animals, the choice of species, and the numbers to be used.
 - Information on veterinary care.
 - Describe the procedures for ensuring that discomfort, distress, pain, and injury will be limited.
 - Describe any method of euthanasia to be used and the reasons for its selection.



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Bibliography & References Cited



- Include the names of all authors the article and journal title, book title, volume number, page numbers, and year of publication. Include only bibliographic citations.
- Follow scholarly practices in providing citations for source materials relied upon when preparing any section of the application.
- Should include any references cited in the Research Plan Component.
- o Should be limited to relevant and current literature.
- Don't forget important conversations, correspondence.
- No page limitation, but be concise and select only those literature references pertinent to the proposed research.

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Project Summary/Abstract (30 lines)



- A summary of the proposed activity suitable for dissemination to the public.
 - A succinct/accurate description of the proposed work when separated from the application.
 - State the application's long-term objectives and specific aims, refer to the health relatedness of the project.
 - Describe concisely the research design and methods for achieving the stated goals.
 - Understandable to a scientifically literate lay reader.
 - No proprietary/confidential information.
 - < 30 lines of text.



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Phase I Abstract - outline

- Introduction
- o Problem to be addressed
- o Product
- Technological Innovation
- Long-Term Goal
- o Phase I Summary
 - Phase I Hypothesis
 - Specific Aims for Phase I
- o Phase II Objectives
- Commercial Opportunity





Phase II Abstract - outline

Note to Self: Pay Attention

- Introduction
- o Problem to be addressed
- o Product
- o Technological Innovation
- o Long-Term Goal
- o Phase I Outcomes (e.g., feasibility)
- o Phase II Summary
 - · Phase II Hypothesis
 - Specific Aims for Phase II
- o Commercial Opportunity



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Public Health Relevance

- o For NIH and other PHS agencies applications, this attachment will reflect the second component of the Project Summary relevance.
- Using no more than two or three sentences, describe the relevance of this research to public health. In this section, be succinct and use plain language that can be understood by a general, lay audience.



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NIH Commercialization Plan

- o Value of SBIR/STTR project
- Company information
- o Market, Customer, Competition
- o Intellectual Property Protection
- o Finance Plan
- o Production and Marketing Plan
- o Revenue Stream

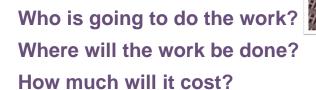


No more than 12 pages

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Which sections?



- Biographical Sketches
- Facilities and Resources
- Letters of Support
- Budget and Budget Justification









Components of an NIH SBIR/STTR - THE TEAM

- 1. Introduction to Application (1pg)
- o 2. Specific Aims (1 pg)
- o 3. Research Strategy (6 or 12 pg)
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(BBC's opinion....)



Multiple PD/PI Plan



- o For applications designating multiple PDs/PIs, a leadership plan must be included.
- A rationale for choosing a multiple PD/PI approach should be described.
- o The governance and organizational structure of the leadership team and the research project should be described, including
 - communication plans,
 - process for making decisions
 - · procedures for resolving conflicts.
- The roles and administrative, technical, and scientific responsibilities for the project or program should be delineated.

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Biosketches

- Each member of key personnel needs to tailor the personal statement
- o Publications now limited to 15
 - 5 most recent
 - 5 best
 - 5 most relevant to the application
- o Still max. 4 pages



Biographical Sketches



- o Extends the page limit from 4 to 5 pages
- Allows researchers to describe up to 5 of their most significant contributions to science, along with the historical background that framed their research.
- o Investigators can outline the central findings of prior work and the influence of those findings on the investigator's field.
- o Investigators involved in Team Science are provided the opportunity to describe their specific role(s) in the work.
- Each description can be accompanied by a listing of up to 4 relevant peer-reviewed publications or other non-publication research products, including patents; databases; educational aids or curricula; instruments or equipment; models; protocols; and software.
- Researchers are allowed to include a link to a full list of their published work as found in e.g. <u>MyBibliography</u> or <u>SciENcv</u>.



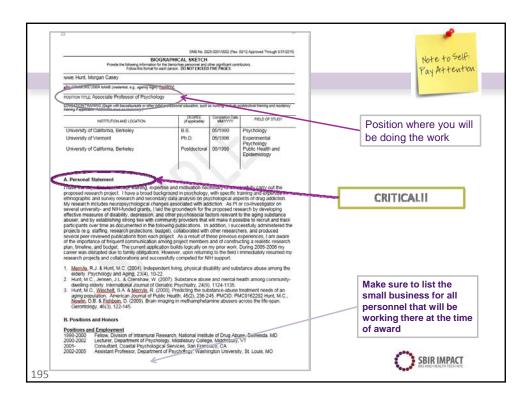
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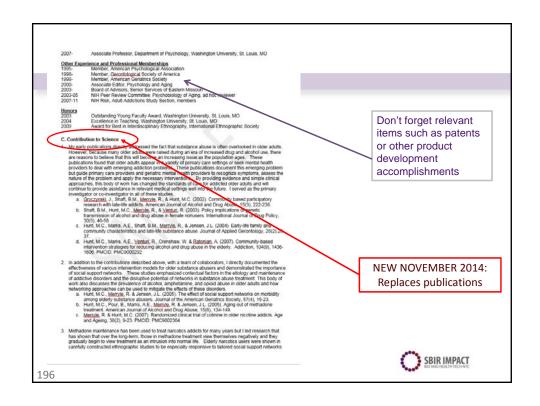
Biosketch - Personal Statement



- Personal Statement why experience and qualifications make the applicant particularly well-suited for role in the project
 - how you are qualified for your assigned role on study
 - how your formal education, training & experience contribute to feasibility of work
 - your access to resources/collaborations







that allow them to eventually reduce their maintenance doses and move into other forms of therapy. These studies also demonstrate the policy and commercial implications associated with these findings.

- Hunt, M.C. & Jensen, J.L. (2003). Morbidity among elderly substance abusers. Journal of the Geriatrics, 60(4), 45-61.
 Hunt, M.C. & Pour, B. (2004). Methadone treatment and personal assessment. Journal Drug Abuse, 45(5), 15-26.
 Merzüle, R. & Hunt, M.C. (2005). The use of various nicotine delivery systems by older nicotine addicts. Journal of Ageing, 54(1), 24-41. PMCID: PMC9112304.
 Hunt, M.C., Jensen, J.L. & Merzüle, R. (2009). The aging addict: ethnographic profiles of the elderly drug user. NY, NY, W. Norton & Company.

Complete List of Published Work in MVBibliography: http://www.ncbi.nlm.nih.gov/sites/myncbi/collections/public/1PgT/IEFIAJBIGMRDdWFmiWAO/?sort=d

Ongoing Research Support
R01 DA942367 Hunt (PI)
Health trajectories and behavioral interventions among older substance abusers
The goal of this study is to compare the effects of two substance abuse interventions on health outcomes in an urban population of older opiate addicts.
Role: PI

R01 MH922731 Megnig (PI)
Physical disability, depression and substance abuse in the elderly
The ocal of the study to collectify disability and depression rejectories and demographic factors associated with substance abuse in an independently-living elderly population.
Role: Co-Investigator

Faculty Resources Grant, Washington University 08/15/09-08/14/15

Pacually Resolutes Orlant, Washington University

Opitale Addition Database

The goal of this project is to create an integrated database of demographic, social and biomedical information
for homeless opiate abusers in two urban Missouri locations, using a number of state and local data sources.

Role: Pl

Completed Research Support

R21 AA998075 Hunt (PI) 01/01/11-12/31/13 Community-based intervention for alcohol abuse 17th goal of this project was to assess a community-based strategy for reducing alcohol abuse among older

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Consortium/Contractual Arrangements

- o Explain the programmatic, fiscal, and adminiarrangements to be made between the applicaorganization and the consortium organization(s).
- o Explain why the applicant organization, rather than the ultimate performer of the activities, should be the grantee. List any subcontracts or enter "Not applicable"
- Write a paragraph on what the deliverables will result from the arrangement.



Consortium/Contractual Arrangements (STTR)

- Certification showing the cooperative R&D arrangement between the small business concern and the research institution requested prior to an award.
- The single partnering research institution must certify that > 30% of the work of the STTR project will be performed by the research institution.
- The signature of the authorized representative of the research institution affirming certifications made by the research institution must be included in a letter:...

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Consortium/Contractual Arrangements (STTR)

- The small business concern and the research institution certify jointly that:
 - the project will be conducted jointly by the small business concern and the research institution in which > 40 % of the work will be performed by the small business concern and > than 30 % of the work will be performed by the research institution
 - the small business concern will be the primary party that will exercise management direction and control of the performance of the project."

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Letters of Support



- o Consultants (required)
- Subcontractors (include in contractual arrangements section)
- o Contingent Resources, e.g.:
 - · Company research pace
 - · Leaves of absence
- o R&D Resources
- o Commercialization Resources, e.g.:
 - Funding
 - Strategic Partners
 - Key Customers

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Letters of Support -- Consultants



- o Required from each consultant
 - Prepared on the letterhead of the consultant and addressed to the Small Business Concern (SBC). Letter should:
 - Refer to the specific project by name
 - · Verify the consultant's commitment to the project
 - Confirm his/her role in the project.
 - Acknowledge the PD/PI as the lead on the project
 - Specify what assets or services the consultant will contribute (e.g. expertise, number of hours/ percent of effort)
 - Quantify the consultant's remuneration
- o Biographical sketch



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Facilities and Other Resources

- o Not just a cut-and-paste list!
- Address how the (scientific) environment will contribute to probability of success, unique features of environment, etc.
- o Other aspects of the environment can include:
 - Scientific Advisory Board
 - Management Team
 - Community Support





Facilities and Other Resources

- To assess the capability of the resources available to perform the effort proposed.
 - Identify the facilities to be used (Lab, Animal, Computer, Office, Clinical and Other).
 - Indicate capacities, capabilities, relative proximity, extent of availability to the project.
 - · Describe only resources directly applicable to the work
 - Provide any information describing the Other Resources available to the project.
- All research by the small business and its collaborators <u>must be in U.S. facilities</u> available to and <u>under the</u> control of each party.



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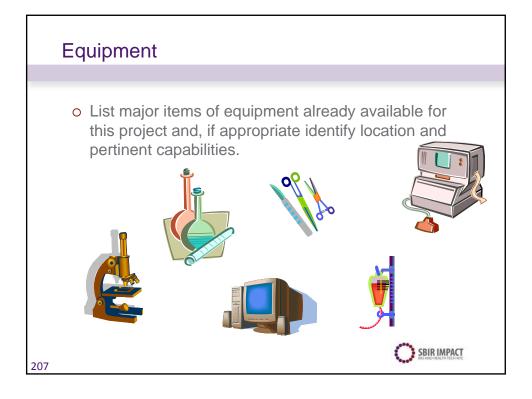
Facilities and Resources - include:

- o Company's Research Facility(s)
- Subcontractors' Research Facilities
- o Other R&D Resources
 - Other Significant Contributors (e.g., Scientific Advisory Board)
- o Commercialization Resources
 - Management
 - Strategic Partners
 - Funding
 - Regulatory/Reimbursement







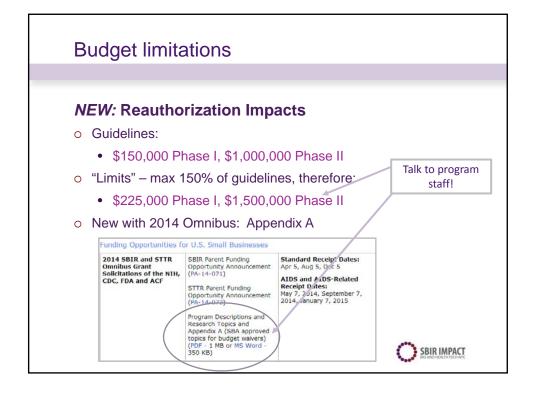


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REMINDER: "Outsourcing" Limits



- SBC (applicant organization) must do required minimum (% of direct + indirect)
 - SBIR Phase I ≥ 67%
 - SBIR Phase II ≥ 50%
 - STTR Phase I & II ≥ 40%
- Therefore total of Consultants + Subcontractor Costs must be:
 - SBIR Phase I <33.3%
 - SBIR Phase II <50%
 - STTR Phase I & II ≥ 30% for primary subcontractor;
 <30% for all other consultants + subcontractors



Budgets



- o Direct Costs
- o Indirect Costs (F&A)
 - 40% Phase I, 40% Phase II or be prepared for an IDC rate negotiation
 - · Basis is "total direct costs"
 - A rate of 40% of total direct costs is requested. This amount is appropriate to cover the company's current projected indirect costs and is consistent with NIH's policy for Phase I SBIR proposals when the company does not already have a previously negotiated indirect cost rate.
- o Fee
 - A fee of 7% of total costs (direct and indirect) is requested. This fee contributes to the
 growth of the small business concern by allowing expansion of resources and personnel
 development. The fee is consistent with a normal profit margin provided for research and
 development work.
- o Unallowable Costs



Budget approach

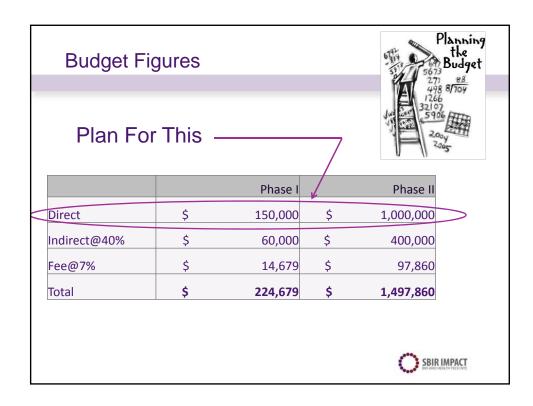
When a cap or restriction is enforced

Work backwards to determine the direct dollars

If Budget Cap = \$2	25,000	
Direct Costs =		\$150,000
Indirect Costs =	\$150,000 x 40%	\$60,000
Fee =	(\$150,000 + \$60,000) x 6.99 %	\$14,679
TOTAL:	Direct + Indirect + Fee	\$224,679

Therefore – design your project to fit \$150k directs





Commercialization Assistance



Two Options at NIH

- o NIH sponsored programs:
 - Niche Assessment program for Phase I awardees
 - Commercialization Assistance Program (CAP) for Phase II awardees

OR

- Request \$5000 for technical assistance (e.g., 'commercialization' assistance)
 - In addition to the maximum allowable budget
 - Must specify consultant and provide justification



\$5k Commercialization Assistance



Increase technical assistance (e.g., 'commercialization' assistance)

- o \$5,000/award/year above the allowable cap
- o Identify your own service provider
 - Note: You won't be able to participate in agency sponsored programs
- o Include the cost in the budget (follow agency specific instructions)
- Include a detailed description of services your vendor will provide in the budget justification
- o Secure a letter of commitment from the vendor

**confirm participation/instructions with specific agency!



Budget Justification

A budget justification is required for each budget submitted.

- o Written justification for each dollar requested
- o Provide detail
- o Stand alone document
- o Be convincing





Budget Justification



- Every line item in your budget should have a subheading and corresponding paragraph in the Budget Justification.
- o Include all justification information for all years in the same file.
- List the names, employment status, project role, calendar months (% effort), and salary for ALL project personnel.
- If the application includes a subaward/consortium budget, a separate budget justification is submitted for that budget.
- o Should be a stand-alone document.

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Budget Best Practices**



- 1. Develop your budget early
- Make sure that your direct costs are consistent with the work proposed
- 3. Request indirect costs
- 4. Request fee
- Understand the difference between direct costs, indirect costs and fee!

**refer to BBC June 2012 Pursuit Newsletter



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The Cover Letter

- o Include a cover letter!
- Application title
- PA or RFA title, if you are responding to an NIH initiative
- Request of an assignment and referral to a particular IC (NIH makes the final determination.)
- List of people (e.g., competitors) who should not review your application and why
- Disciplines involved, if multidisciplinary
- NOT 'OPTIONAL!'



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Cover Letter Example



NewCo. 1 Science St, Michigan

CSR

To Whom it May concern:

Application title. Funding Opportunity (PA or RFA) title of the NIH initiative.

Please assign this application to the following:

Institutes/Centers

National Cancer Institute - NCI

National Institute for Dental and Craniofacial Research - NIDCR

Scientific Review Groups

Molecular Oncogenesis Study Section – MONC

Cancer Etiology Study Section - CE

The reasons for this request are [provide a narrative explanation for the request(s)].

Sincerely,

A. N. Entrepreneur

Entrepreneur

ACE SBIR Co

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Introduction to Application



- o Only if you are submitting a **Resubmission**.
- o An introduction that summarizes the substantial additions, deletions, or changes.
- o Must include responses to the criticisms and issues raised in the Summary Statement.
- Identify the changes in the Research Design and Methods section clearly by bracketing, indenting, or changing typography, unless the changes are so extensive as to include most of the text.
- o One page.

SBIR IMPACT

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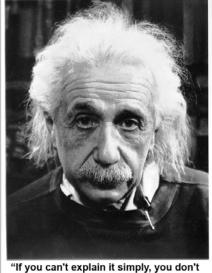
Proposal Format



- o NIH Font and Page limits (PA-13-234)
 - Arial, Helvetica, Palatino Linotype or Georgia
 - 11 point or greater
 - ½ inch or greater margins
 - · No headers or footers
- Follow instructions for marking confidential information
- o Graphics
- o Think of the reviewer!
- o Convert all documents to .pdf before submission

SBIR IMPACT

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"If you can't explain it simply, you don' understand it well enough"





Think of the reviewer

- o Headings.
 - · Make it easy for reviewers to find information.
- Keep it short and simple.
 - State the key points directly e.g. use Scientific American as a model for the non-technical parts.
- o Guide reviewers with helpful graphics.
 - Graphics can help reviewers grasp a lot of information quickly and easily, and they break the monotony.
- o Edit adn prooff your propsal.
 - Reviewers assess science, BUT they are influenced by the writing and appearance of your application.



complace leydows because it is content, and, and contains a time letters of the chigain agriabed. It was used (action weeked to the upon of commuter, it is offer used as a sample to it in fort selection contents. The phrase is frequently misquided as "The quick town too jumped over the lazy dog", which does not contain all the effects of the alphabed since it lacks the letter "5". For this resoon, the word "slow" or "sleeping" is sometimes inserted into the phrase, or the word "dog" is made plural. The quick brown too jumps over the lazy dog" is a perigram that has been used to lest hyberthers and computer texploarity because it is content and any of the procedure known as "toxing" when these machines were still used (chatton needed) in the age of computers, it is often used as a sample toot in fort selection contents. The phrase is requestly misquided as "The quick brown too jumps over the lazy dog", which does not contain all the letters of the alphabet since it lacks the letter "5". For this resoon. The very dishould be a sample tool in fort selection contents. The phrase is requestly misquided as "The quick brown too jumps over the lazy dog" which does not contain all the letters of the shipabet since it lacks the letter "5". For this resoon, the word "show "or "sleeping" is sometimes resorted into the phrase, or the word typewriters and computer leyboards because it is coherent, short, and contains all the letters of the English alphabet. It was often used for the part of the phrase in the lazy dog" which does not computer, it is often used as a sample toot in fort selection contacts. The phrase is requestly misquided inhown as "toot" "sleeping" is sometimes inserted into the phrase of the lazy dog" is made plural. The quick brown for bleeping is sometimes inserted into the phrase, or the word "dog" is made plural. The quick brown for bleeping is sometimes inserted into the phrase, or the word "dog" is made plural. The quick brown for bleeping is sometimes inserted into the phrase, or the word "dog" is mad





Style tips...

- o Be concise & precise
- o No emotion or exaggeration
- o Use proper technical writing
- o Provide necessary detail
- o Avoid jargon & abbreviations
- o Avoid use of first person (I/we)





Writing tips (from NIH)

- o Don't wait until the last minute
- o Organize to communicate
- o Follow instructions EXACTLY
- Proof a hard copy
- o Get a critique
- Ask people at NIH for help
- o Submit again
- o Analyze the critique
- o Don't give up





Grantsmanship

"There is no grantsmanship that will turn a bad idea into a good one, but there are many ways to disguise a good one."





Resubmission to NIH



- o Acknowledge all criticisms & respond positively
- Have someone review proposal & summary statement
- o Listen to external advice
- o Resubmit
 - Must have substantive changes
 - Must address issues identified in the summary statement
 - 1 page Introduction



JIT - Just in Time Information



This is NOT a notice of grant award

- Financial Statements
- Line of Credit
- Chart of accounts
- o Demonstrate the ability to record costs by project
- o Time & Reporting
- o Internal Controls
- o Procurement Policy
- Travel Policy
- Conflict of Interest
- Lab notebooks

- Update Other Support (all key persons)
- Human Subjects Assurance
 Number
- o IRB Approval
- Document of required education of human subjects
- o IACUC verification/letter
- o SBIR/STTR Verification
- o Budget
- o Signed lease



Bayh-Dole Act

o The Bayh-Dole Act requires a grantee institution to disclose an invention to the granting agency



http://grants1.nih.gov/grants/guide/notice-files/not95-003.html



When do you report inventions?

- o Annual Invention Reporting is required
- o The Bayh-Dole Act and its Implementing Regulations
 - https://s-edison.info.nih.gov/iEdison/37CFR401.jsp
- Extramural Invention Reporting Compliance Responsibilities
 - https://s-edison.info.nih.gov/iEdison/timeline.jsp





How do you report inventions?

o iEdison (http:/iEdison.gov)



- o iEdison Tutorial
 - http://era.nih.gov/ProjectMgmt/iedison2/index.cfm
- o iEdison Registration
 - https://s-edison.info.nih.gov/iEdison/RegistrationRequestForm.jsp

Help Line: (301) 435-1986 Email: Edison@od.nih.gov



Reporting Requirements

- o Federal Financial Report
 - http://www.dpm.psc.gov/
 - Final Progress Report
 - no form; 90 days post expiration
- o Final Invention Statement and Certification
 - HHS 568
- Annual Invention Utilization Reports
- Phase II Data Collection Requirement for Government Tech-Net Database
 - http://technet.sba.gov
 - · Register prior to applying for Phase II





When to Contact NIH Program Staff

- o Pre-Application
 - · Assess the "fit"
 - What's New: FOAs
- o Review Issues: Dos/Don'ts
- o Post Review
 - Review Summary Statement
 - What the rating means
 - Strengths and weaknesses
 - Likelihood of funding
 - Next steps





When to Contact NIH Review Staff

- o Point of contact during review process
- Concerns about I/C or Study Section Assignment
- o Recruitment/Assignment of Reviewers





When to contact NIH Grants Management

- o Pre-Award Steps: Just-in-time (JIT) information
 - · Eligibility verification statement
 - · Human and Animal subjects training and approvals
 - Documentation of PD/PI's employment
 - · Other support for key personnel
 - · Verification of access to performance site
 - Consortium/subcontract information
- Post-Award Advice/Guidance
 - Annual Progress Reports
 - Financial Status Reports
 - Invention Reporting
 - · Updated approvals
 - · Closeout activities



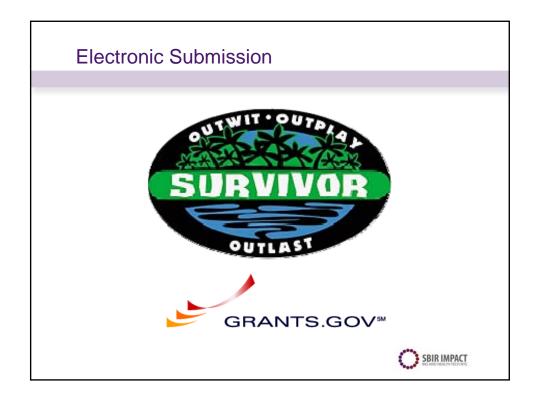


BBC's Grant Assistance



- Assistance in identifying appropriate solicitations
- Guidance on proposal preparation, including assessments of technical objectives and hypotheses, and drafting supporting documents Detailed technical reviews of proposals with extensive feedback
- o Review and edits on draft and final versions
- How-to information on agency registrations and electronic submission
- Post-submission support, from filing assurances and developing in-house grant support systems, to proposal revision and resubmission





Electronic Submission

o Three rules:

- You must be REGISTERED
- You must submit ON TIME
- You must VERIFY



Registrations



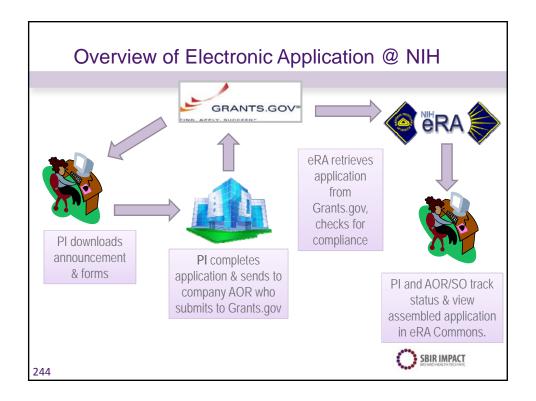
All organizations submitting proposals to NIH must have the following:

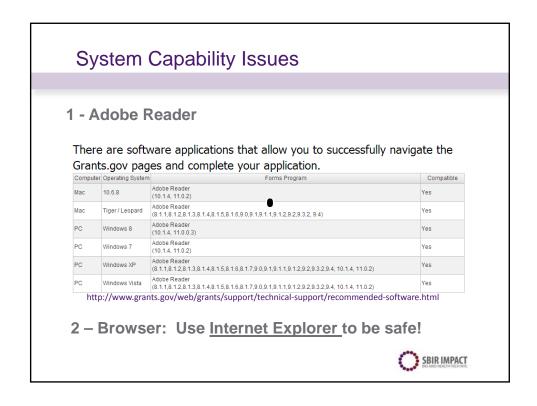
- o Prerequisites:
 - EIN Employee Identification Number (IRS)
 - DUNS Data Universal Number (D&B)
 - SAM System for Award Management

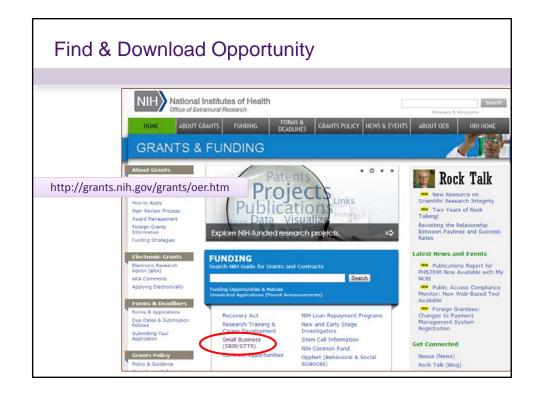
o THREE REGISTRATIONS

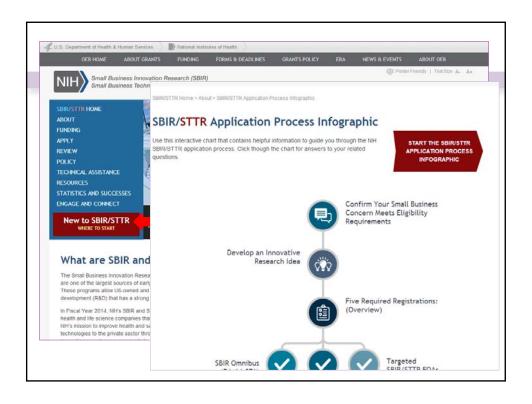
- Grants.gov
- NIH Electronic Research Administration (eRA Commons)
- SBIR.gov Company registry

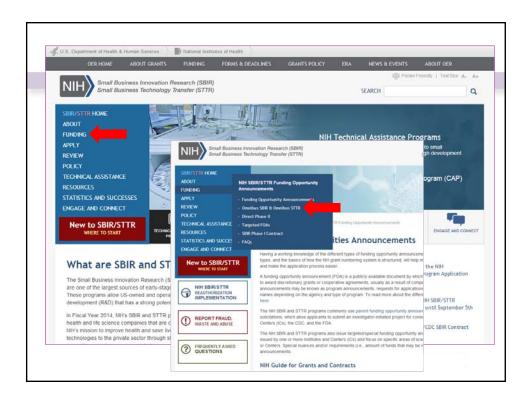


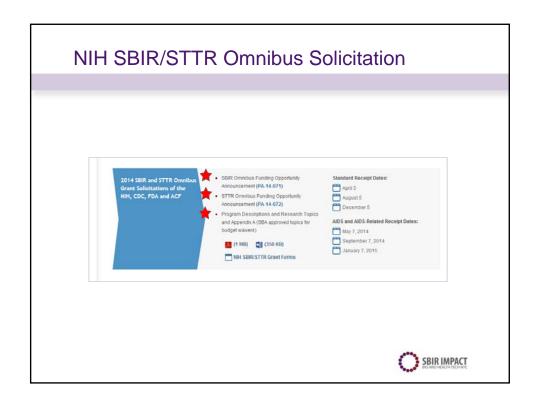


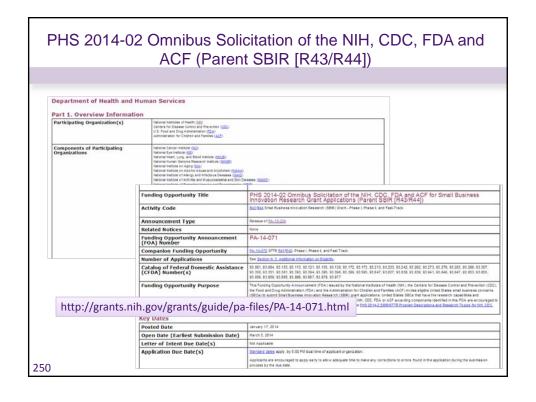


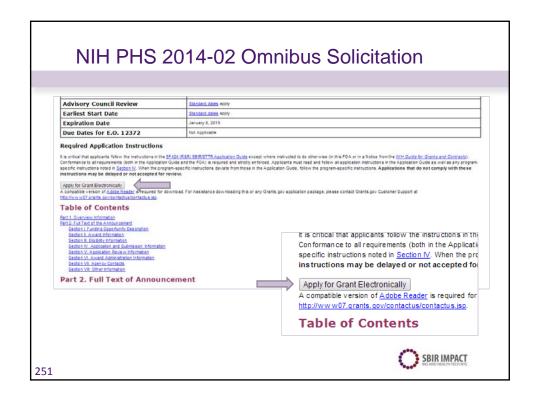


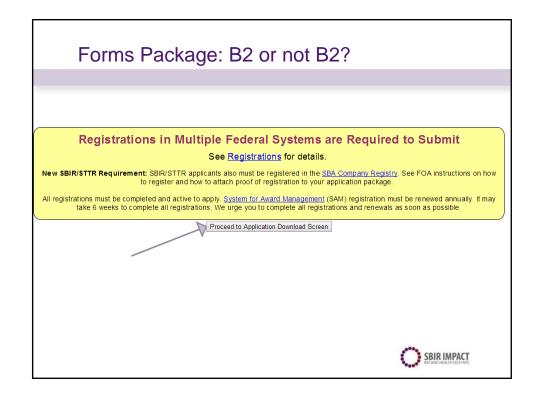


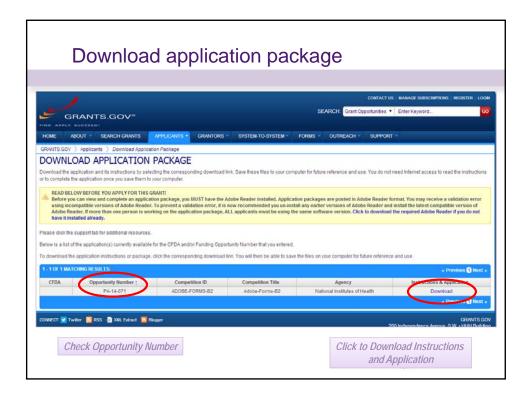


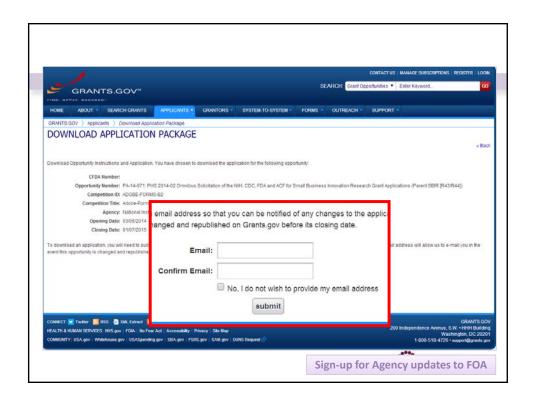


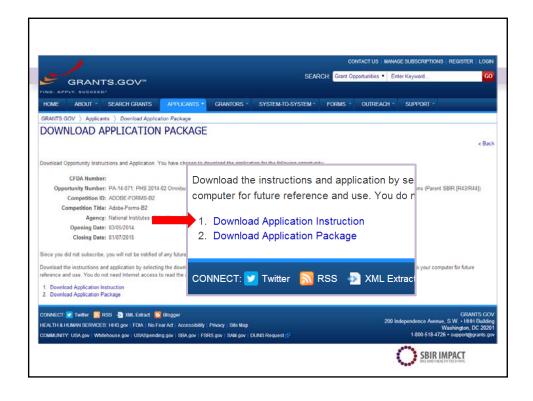


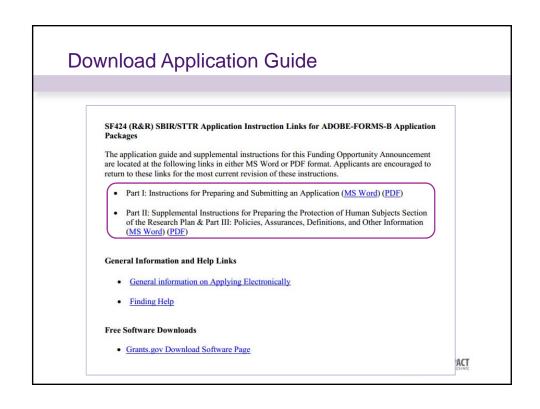


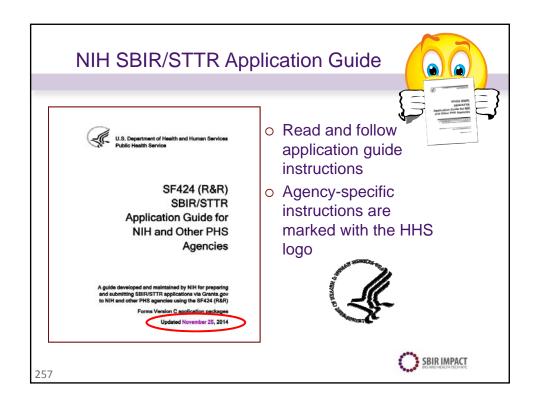


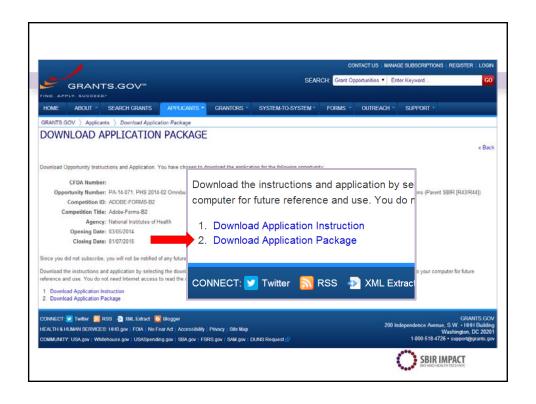












απ Αρρ	lication Package	
GRANTS.GO	∨∾ Grant Application Package	Print Cano
Opportunity Title:	PHS 2014-02 Omnibus Solicitation of the NIH, CDC, FDA a	
Offering Agency: CFDA Number:	National Institutes of Health]
CFDA Description:		1
Opportunity Number:	PA-14-071	
Competition ID: Opportunity Open Date:	ADOBE-FORMS-B2	J
Opportunity Close Date:	03/05/2014	
Agency Contact:	eRA Commons Help Desk Monnday to Friday 7 am to 8 pm ET E-mail: helpdcsk@od.nih.gov Thome: 1-866-504-8552	
		ations on behalf of a company, state, local or
Mandatory		& Submit Check Package for Errors
SF424 (R 8	R)	
Project/Per	ormance Site Location(s)	
Research A	nd Related Other Project Information	

NIH SBIR/STTR Components - Attachments Consortium/Contractual Arrangements Introduction to Application Specific Aims Letters of Support Research Strategy: Resource Sharing Plans o Significance Appendix Innovation Bibliography and Refs Cited Approach Project Summary/Abstract Inclusion Enrollment Report Public Health Relevance Statement/Narrative Progress report/Publication List (Phase II proposals only) Senior/Key Person Profiles o Protection of Human Subjects · Biographical Sketches o Inclusion of Women and Facilities and Other Resources Minorities Targeted/Planned Enrollment Equipment 0 Table Project Budget Inclusion of Children Subaward Budget Vertebrate Animals Cover Letter Select Agents Commercialization Plan SBIR IMPACT Multiple PD/PI Plan

	Company	Subcontractors	Consultants	Others
Introduction (resub)	?			
Project Narrative	1			
Abstract	1			
Specific Aims	1			
Research Strategy	1	◊	◊	?
Human Subjects	1	?		
Vertebrate Animals	1	?		
Bibliography	1	?	?	
Budget	1	√	◊	?
Budget Justification	1	√		
Biographical Sketches	1	√	1	?
Facilities & Resources	V	√		?
Equipment	V	√		?
Select Agents	1	?		
Subcontactor Arrangements	1	√		
Letters of Support		√	1	?
Cover Letter	1			
Commercialization Plan (PH II)	?			
Forms	1			

NIH Proposal Attachments Checklist

PHS 398 Research Plan:

- □ 1. Introduction to Application (Resubmissions only)
- □ 2. Specific Aims (max 1 page)
- □ 3. Research Strategy (6 pages Phase I, 12 pages Phase II)
 - 4. Inclusion Enrollment Report (for projects with clinical research only)
 - □ 5. Progress Report Publication List (Renewal applications only)
 - 6. Protection of Human Subjects
 - ☐ 7. Inclusion of Women and Minorities
 - 8. Targeted/Planned Enrollment Table
 - 9. Inclusion of Children
 - □ 10. Vertebrate Animals (only if you are using Vertebrate Animals)



NIH Proposal Attachments Checklist

PHS 398 Research Plan:

- 11. Select Agent Research (if you are using anything hazardous)
- 12. Multiple PD/PI Leadership Plan (if you have Multiple Pls)
- □ 13. Consortium/Contractual Arrangements (if you have any subawards)
- □ 14. Letters of Support (from consultants, subcontractors, commercial partners)
- 15. Resource Sharing Plan(s) (if you are developing model organisms or receiving > \$500k direct costs per year)
- 16. Appendix (Typically no appendices are allowed for an SBIR/STTR)



NIH Proposal Attachments Checklist

SBIR/STTR Information

- 7. Commercialization Plan (for Phase II and Fast-track proposals only)
- 8. Commercialization History (If you have received previous SBIR Phase II awards)

RESEARCH & RELATED Other Project Information

- □ 7. Project Summary/Abstract (must be < 30 lines)
- 8. Project Narrative (2-3 sentences on how your project will improve the national health)
- □ 9. Bibliography/References
- 10. Facilities & Resources
- □ 11. Equipment
- □ 12. Other Attachments (rarely should you attach anything here)



NIH Proposal Attachments Checklist

RESEARCH & RELATED Senior/Key Person Profile (Expanded)

□ Biosketch for each Senior/Key person

RESEARCH & RELATED BUDGET - SECTION F-K, BUDGET PERIOD 1

□ K. Budget Justification (for company)

R&R SUBAWARD BUDGET ATTACHMENT(S) FORM

Subaward Budget Justification

PHS Cover Letter

 PHS Cover Letter (Request Study Section and Institute Assignment)



Timing...



- Applications will be considered "on time" as long as submitted error free to Grants.gov on or before 5pm local time
- o Prior to submission date:
 - Make corrections & resubmit through Grants.gov
- o After submission date:
 - · Application is considered late



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Electronic Submission Advice



- Don't wait until last minute to submit
- o Don't rely on email
 - · Be proactive in checking verifications
- o Do be patient
 - · Expect errors and warnings
 - · Build in time to fix what is wrong
- Do print and save the application
- o Do keep the tracking and accession numbers

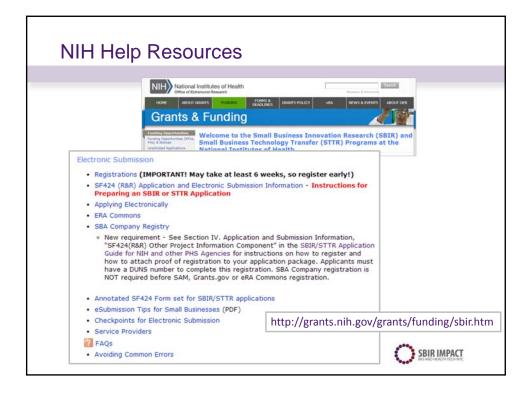


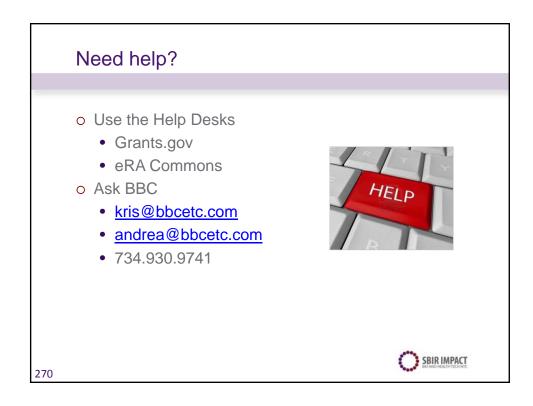
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Make Sure To ...

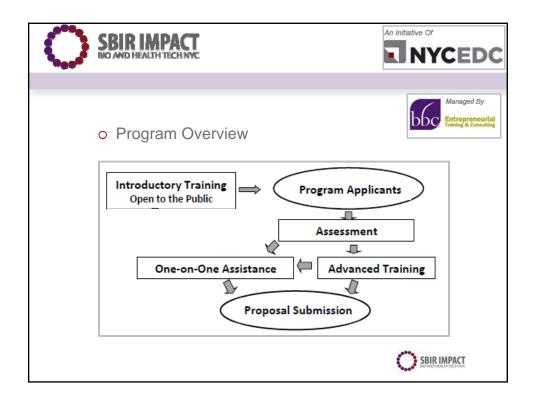
Process Overview

- Register early! Registration at both Grants.gov and eRA Commons is required, can take 8 weeks or more and MUST be completed before the submission deadline. Learn more.
 - Verify that your organization is registered with the new System for Award Management (SAM). You must maintain an active entity registration. This registration must be renewed annually through the SAM.gov web site. Use the SAM.gov "Manage Entity" function to manage your entity registrations. See the Grants Registrations User Guide at https://www.sam.gov for additional information.
- Carefully follow the requirements found in the application guide and funding opportunity announcement. Instructions in the FOA supersede those found in the application guide.
- Check your application for common errors before you submit (use our Annotated Forms for extra tips).
- Correct any errors or warnings before the submission deadline.
- Verify that your application is viewable in the eRA Commons. If you
 cannot view the application in the Commons, NIH can't review it!
- Submit early. The best way to reduce stress and ensure successful submission is to submit well ahead of the due date.





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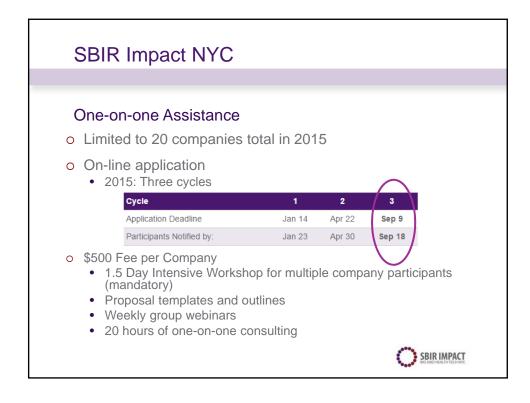


SBIR Impact NYC

Training – Open to the public

- o On-site SBIR/STTR Introductory Workshops
 - Cycle 1: ABC's of SBIR/STTR Funding, Feb. 2, Columbia University
 - Cycle 2: Full day, May 21, NY Genome Center
 - Cycle 3: ABC's of SBIR/STTR Funding NYU Leslie eLab





SBIR Impact NYC

Intensive Training (limited attendance)

- Mandatory participation by SBIR Impact NYC companies (included in program fee)
- Open to deferred applicants (\$150 fee to attend)
- o 1.5 days
- Detailed instruction on developing competitive SBIR/STTR proposals (Focus on NIH)
 - Cycle 1: February 3-4, Columbia U
 - Cycle 2: May 19-20, NY Genome Center
 - Cycle 3: October 1-2, NYU



SBIR Impact NYC

Criteria for acceptance

- Intend to submit an SBIR/STTR application within nine months of being admitted to the program
- o Have identified a relevant SBIR/STTR solicitation and/or agency
- o Participate in an assessment call
- o Meet SBIR program eligibility requirements
- o Have secured a qualified Principal Investigator
- o Have identified suitable R&D space
- Are working on an appropriate project with scientific and commercial viability
- o Meet NYC geographic and technology sector requirements
- o Commit to attend one of the advanced training sessions
- Commit to meet the one-on-one consulting proposal development timelines



Assistance for NYC Bio & Health Tech Ventures

Intro to SBIR/STTR & NIH Proposal Prep Workshop

May 21, 2014 Becky Aistrup

www.sbirnyc.com 734.930.9741

An initiative of

NYCEDC

New York City Economic Development Corporation

