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Panel 5 Getting Grant\$

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PANEL 5

GETTING GRANTS

Chair: **Cynthia M. Beath**, University of Texas at Austin, U.S.A.

Panelists: **Ritu Agarwal**, University of Maryland, College Park, U.S.A.
Suzi Iacono, National Science Foundation, U.S.A.
Ann Majchrzak, University of Southern California, U.S.A.
Charles Reiger, IBM Global Services, U.S.A.
Madeline Weiss, Consultant, U.S.A.

Do you need more money to pursue your research ideas? Have you considered applying for a grant? Did you know that the amount of federal funds for research on information technology is likely to increase? This panel is intended to help you approach the grant application process confidently by improving your grantsmanship skills. While we can't help you turn mediocre science into a fundable grant proposal, we can help you understand how the grant process works and what you can do to improve your chances of success in competing for grants. It *is* a competition. And in all probability, the quality of science of the applications in the 10% below the cut-off for funding is not significantly different from that in the 10% just above the cut-off. Grantsmanship can make the difference.

1. THE STRUCTURE OF THE PANEL SESSION

Our panel will begin with some brief remarks by the panel chair about the value of obtaining grants. While not every university directly rewards scholars who obtain external funding, most grantees would agree that the discipline imposed by the grant process fosters research productivity. The grant process also generates feedback on research ideas and gives visibility to the researcher.

Next, as an important preliminary to our panel, we will outline the granting process from the grantor's perspective. Our three "insiders," Dr. Iacono, Dr. Weiss, and Mr. Rieger, will describe how their organizations select funding opportunities, solicit proposals, evaluate proposals, select awardees and then monitor the performance of grantees.

The heart of our panel will be the presentation of a set of collaboratively developed rules of thumb that work in both the private and public contexts for seeking and obtaining grants, as well as for managing funded research projects. We will attempt to move the audience through all the important elements of the process: assessing the mission and objectives of the grantors, writing a clear and compelling proposal, submitting a flawless application, graceful acceptance of awards, and meeting grantor expectations following an award, as well as revising and resubmitting failed applications. We expect to take questions and answers from the floor as we move through the rules of thumb and also to have some time for discussion of other issues at the end of the panel. This should allow plenty of time for audience interaction.

We will conclude with some pointers to information on granting agencies and on the grant process. (See also the ISWorld page on Funding Opportunities at <http://is.lse.ac.uk/iswnet/profact/#funding>)

2. THE PANEL PARTICIPANTS

Cynthia M. Beath is a Professor of MIS at the University of Texas at Austin. Her research focuses on the relationship between the information systems organization and its clients and on the joint management of information technology assets by this partnership. Her research has been funded in part by nearly \$900,000 in grants from sources such as the Council of Library Resources, the National Science Foundation, the U.S. Department of Education, and SIM International. She has also received a Fulbright Scholar Award for teaching and research in Thailand. Cynthia has served as a reviewer for many grant proposals submitted to the National Science Foundation.

Ritu Agarwal is an Associate Professor of MIS at the University of Maryland, College Park. Her current research focuses on individual learning and organizational adoption and diffusion of new information technologies, as well as object-oriented technologies. She has received research grants and contracts from a variety of funding agencies including the Intelligent Systems Application Center (a Department of Defense funded center), the Earl V. Snyder Innovation Management Center, and the Society for Information Management. She is currently working on a SIM-commissioned research project focused on new organizational designs for the information systems function.

Dr. Suzanne (Suzi) Iacono is the Program Director for Computation and Social Systems (CSS) in the Information and Intelligent Systems Division, Computer and Information Sciences and Engineering Directorate of the National Science Foundation. (<http://www.interact.nsf.gov/cise/descriptions.nsf/PD/css>) CSS funds multi-disciplinary research at the junction of technical and social systems and focuses on the co-evolution of IT and society, computer-supported collaboration among distributed humans and/or intelligent agents, and information science. The program has an annual budget of about \$6.5 million and has a history that extends back to about 1972. Previously, Suzi was a research associate at the University of California, Irvine, a visiting scholar at the Sloan School of Management, Massachusetts Institute of Technology, and a faculty member at Boston University. Her research has been supported by grants from the National Science Foundation, IBM, and the Systems Research Center, the Center for Team Learning, and the School of Management, Boston University.

Dr. Ann Majchrzak is Professor of Information Systems at the University of Southern California. Her expertise is in the management of technology change. Her research has received over \$3,500,000 in grants from private industry, foundations, and government agencies, including the National Science Foundation (Division of Design, Manufacturing, and Computer-Integrated Engineering; Division of Information Science and Technology; Industrial Sciences and Technological Innovation Division; Productivity Improvement Research Section; and Industry-University Cooperative Research Centers), Western Electric Research Foundation, Office of Technology Assessment, Cincinnati-Milacron, Kellogg & Dow Foundation, Russell Sage Foundation, Digital Equipment Corporation, Solar Turbines, and The National Center for Manufacturing Sciences.

Mr. Charles Rieger is a Principle for IBM Global Services. He has worldwide responsibilities for the development of approaches and practices within the IBM Consulting Group. His research activities focus on the interaction of information technology with business. Currently he is responsible for the formulation and development of the Business Strategy Center within the IBM Consulting Group. He has previously funded research activities at a number of universities including Duke, MIT, and Boston University. His current research endowments include the University of California at Irvine and at Berkeley as well as the London Business School. He has also funded non-IBM research organizations such as the Economist Intelligence Unit (EIU).

Dr. Madeline Weiss is a researcher and consultant to many Fortune 500 firms in the area of information management. She currently serves as the Program Director for SIM International's Advance Practices Program. A benefit of SIM's Enterprise Plus membership, the Advanced Practices Council provides senior IT executives with a value-added learning experience by facilitating the interchange of concepts, ideas, thoughts, personal experiences, and reflections in the context of pertinent new research and real-world challenges. Each year, APC members develop a research agenda, actively influencing the direction of the research projects in collaboration with APC's Program and Research Directors. All research projects are conducted by leading academicians and their staffs. To date, more than \$500,000 in grants have been awarded by the APC.