Suggestions to Chairs

1. Have your departmental office prepare for you a calendar of all major grants, with renewal submission dates and the date preceding submission by 12 months.

2. Meet with each faculty member 12 months before the submission deadline, to review:
   a) the publication record
   b) their thinking about the next specific aims
   c) two experts in their field who will serve as a resource as they prepare their renewal submission and will promptly review an early draft of the grant.
   d) a timeline for the work; this might include:
      i) having a list of specific aims 6 months before submission; seek critical discussion of each aim from the experts.
      ii) having a good 1st draft, complete with figures and preliminary results (but not literature references) 3 months in advance. Back-up writing frequently!
      iii) sending this draft at that time to the two experts, and one scientist who is not an expert and who thus can judge how comprehensible the text is to non-experts. Months ahead, have an appointed date to send the draft grant to the 2 expert and one non-expert reviewers, with an agreement that they'll do a review within 2 weeks.
      iv) Add references during the 2 week wait while reviews are done.
      v) Perform as thorough a re-write, and re-structuring, as needed.
      vi) Submit the grant well before the deadline (at least 2 weeks), avoiding last-minute panics.

3. Urge each faculty member to visit the OSP website. New faculty should read, and discuss with their chair, the "How to run a new lab without HHMI Funding" article. All faculty should be urged to consider whether the work of each person in their lab will lead to a paper in 1-1.5 years.