Coming soon: Research-based evaluations of agency performance
By Elise Castelli

The Obama administration will drop the Program Assessment Rating Tool (PART), the Bush-era grading system for measuring agency performance, according to the 2010 budget proposal. Instead, agency leaders will set priorities and show how well they meet them using research-based evaluations.

“A reformed performance improvement and analysis framework will switch the focus from grading programs as successful or unsuccessful to requiring agency leaders to set priority goals, demonstrate progress in achieving goals and explain performance trends,” according to the budget’s Analytical Perspectives section, released today.

The White House wants performance evaluations to be based on “quality research evaluating the effectiveness of government spending in order to produce better results,” the document says. Over the next few months, the Office of Management and Budget (OMB) will work with agencies and the Performance Improvement Council to:

• Establish a comprehensive measurement system to show how programs link to agency and governmentwide performance goals.
• Reform program assessments to report on and explain performance trends, risks and improvement plans.
• Identify agency leads that will be held accountable to ensure performance improvement plans work.
• Streamline reporting requirements for PART, while it is still in effect, and the congressionally mandated Government Performance Results Act, which requires agencies to submit five-year strategic plans and annual performance plans to Congress.
Coming soon: Research-based evaluations of agency performance, cont’d.

- Revamp the Bush administration’s ExpectMore.gov to make the performance data that agencies submit easily accessible to the public, Congress and other stakeholders.
- Launch a governmentwide research program to compare the effectiveness of different program strategies to ensure programs achieve their goals.

President Barack Obama’s new performance chief nominee, Jeffrey Zients, ran two firms renowned for their research-based performance measures that helped private-sector corporations run better. The firms — the Advisory Board Co. and the Corporate Executive Board — research the effectiveness of the steps their paying members take to solve problems and share the most effective ones as best practices with the other members.

The White House’s new performance plan, which has yet to be fleshed out, also will emphasize interagency collaboration. “In order to break down silos, cross-program and cross-agency goals would receive as much or more focus as program specific ones,” the budget document says.

In the meantime, OMB will ask Cabinet and other major agencies to identify a set of high-priority goals, measures and targets to serve as an initial basis for performance reviews.

Some agencies have already responded in their budget proposals. The Housing and Urban Development Department (HUD) announced last week that it wants funding to establish a chief operating officer position and a new Office of Strategic Planning and Management to carry out a department wide, research-based performance transformation.
Policies and Procedures of the Office of Research and Sponsored Programs

The Office of Research and Sponsored Programs (ORSP) is the only office designated to submit grant proposals to funding sources on behalf of York College, the City University of New York. As such, the goal of the office is to ensure all research and sponsored programs proposals are prepared and monitored in accordance with all applicable Federal and State regulations; OMB Circular A21, and College and University policies and procedures. In order to do this effectively and efficiently all who are applying for grants must adhere to the following procedures:

- **Every** proposal whether it requires a signature or not must be reviewed and approved by ORSP
- Proposals must be submitted to ORSP ten business days prior to the deadline of the funding source
- Proposals must be complete with budget and budget justification in order to allow sufficient time for adequate review and submission
- Proposals being submitted electronically must be received with all information uploaded as electronic files for review which will then be submitted by this office via electronic portal
- Proposal Certification and Conflict of Interest forms must accompany proposals at time of submission to the ORSP (forms are located in the ORSP office)

Remember the Office of Research and Sponsored Programs is here to assist you, both in preparing and submitting proposals. Making sure a sound proposal is submitted takes time and teamwork on the part of the Principal Investigator and the office of ORSP.
The Office of Research and Sponsored Programs held the 4th Annual Research and Sponsored Programs Recognition Luncheon: Partnership on October 20, 2009. The luncheon highlighted the partnership between principal investigators and all the entities involved that help to make a project successful. Members of the Research Foundation of CUNY were special guests and were honored for their untiring efforts and support of research grants at York College.

Avrom Caplan, Associate University Dean for Research, addresses luncheon guests.

Marcia V. Keizs, President, York College, greets research guests and encourages them to continue their innovative work.

Ivelaw Griffith, Provost, York College, enlightens faculty members with his 3 O’s - opportunity, ownership and outcomes.

Dawn A. Hewitt, Director, Office of Research and Sponsored Programs, thanks honorees for their participation in York College’s research and sponsored program endeavors.

Avrom Caplan, Associate University Dean for Research and Patricia Edwards, Director of Community Relations for Long Island and South Queens, Citibank smile for the camera.

Robin Harper explains how she obtained 100 books on Japanese culture for the York College library from the Nippon Foundation.

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Robin Harper explains how she obtained 100 books on Japanese culture for the York College library from the Nippon Foundation.
Edward Kalaydjian, Chief Finance Officer, Research Foundation of CUNY, praises the grant recipients.

Ethiopis Ghebremicael, Associate Controller for Financial Analysis, RFCUNY, greets York College faculty.

Cynthia Vargas, Staff Accountant at the Research Foundation of CUNY, is introduced at the Research Luncheon.

Nicholas Jones, Project Administrator at the Research Foundation of CUNY is introduced to the research faculty at York College. He monitors many of their grants.

Paul Cole and Tomasz Zalewski, Project Administrators at the Research Foundation of CUNY, look on at luncheon.

Photos Courtesy of Michel A. Hodge, Photos Edited by Jennifer E. Hazlewood

www.york.cuny.edu/osr
## Funding At-A-Glance

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FUNDING OPPORTUNITIES

Accounting & Business

North American Case Research Association (NACRA)
http://www.nacra.net/nacra/grant.php5

Deadline: June 1, 2010

Case Research Grants

The North American Case Research Association (NACRA) is a nonprofit, voluntary professional association whose mission is to promote excellence in case research, writing, and teaching in business and other administrative disciplines. Grants may support doctoral dissertation research or faculty research in progress. Research previously presented or published is not eligible.

Grant proposals may target one or a combination of the funding categories described below:

1. Using Cases to Build Theory Grant - These grants support research that utilizes case studies to generate new theories in business and administrative disciplines such as accounting, business and society or ethics, business policy and strategy, education, finance and economics, information technology management, international business, marketing, not-for-profit, health care, social work, operations/supply chain management, organizational behavior, organizational theory, human resource management, and small business management and entrepreneurship.

2. Teaching with Cases Research Grant - These grants support research leading to a better understanding of the effectiveness of the case method of teaching.

3. Teaching Case Development Grant - These grants support the development of decision-focused teaching case(s) based on field research and a comprehensive analysis (instructor’s manual or teaching note). Fictitious cases will not be funded. Disguised cases are permitted. Funding will be awarded for projects that have not been previously presented or published at the time of the grant application. Cases should address issues in business and other administrative disciplines such as those listed above. Special consideration will be given to integrative cases designed for use across multiple courses in a business program.

The final product of the grant research is expected to be an article or case accepted for publication in the Case Research Journal or another appropriate journal.

Amount of Award: $10,000

Aviation Sciences

National Aeronautics and Space Administration (NASA)
http://nspires.nasaprs.com/external/solicitations/summary.do?method=init&solId={8AA62753-0F6B-3791-4A43-3DEF562FA257}&path=open

Deadline: April 30, 2010

Research Opportunities in Aeronautics (ROA)

This NRA solicits foundational research in support of the Aeronautics Research Mission Directorate. This NRA covers a variety of topics in aeronautics fundamental research that are being pursued by NASA personnel. Specific research thrusts are outlined in the Appendices. A major focus of this NRA is to encourage collaboration between other organizations and NASA to help achieve specific goals in a variety of foundational aeronautics research programs. The announcement solicits fundamental research proposals for the four programs within ARMD:

1. Airspace Systems Program - The program will directly address the Air Traffic Management research needs of the Next Generation Air Transportation Systems initiative as defined by the Joint Planning and Development Office.

2. Aviation Safety Program - The program will take a proactive approach to safety challenges with new and current vehicles operating in the nation's current and future air transportation system.

3. Fundamental Aeronautics Program - The program will pursue long-term, cutting edge research in all flight regimes to produce data, knowledge, and design tools that will be applicable across a broad range of air vehicles that fly through any atmosphere at any speed.

4. Aeronautics Test Program - The program is focused on ensuring a healthy suite of facilities and platforms to meet the nations testing needs including the development of new test instrumentation and test technologies.

Amount of Award: To Be Determined
Behavioral Sciences

National Science Foundation (NSF)
http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5712

Deadline: January 15, 2010

Social Psychology Program

The program supports basic research on human social behavior, including cultural differences, and development over the life span. Among the many research topics supported are attitude formation and change, social cognition, personality processes, interpersonal relations and group processes, the self, emotion, social comparison and social influence, and the psychophysiological and neurophysiological bases of social behavior.

The scientific merit of a proposal depends on four important factors:
1. The problems investigated must be theoretically grounded.
2. The research should be based on empirical observation or be subject to empirical validation.
3. The research design must be appropriate to the questions asked.
4. The proposed research must advance basic understanding of social behavior.

Amount of Award: To Be Determined

National Institutes of Health (NIH)

Deadline: January 7, 2010

Structural Biology of Membrane Proteins

This Funding Opportunity Announcement (FOA) solicits grant applications to develop research and methods to enhance the rate of membrane protein structure determination and to determine specific membrane protein structures. Innovative methods for expression, oligomerization, solubilization, stabilization, purification, characterization, crystallization, isotopic labeling, and structure determination of unique and biologically significant membrane proteins by x-ray diffraction, nuclear magnetic resonance (NMR), electron microscopic, mass spectrometry, and other biophysical techniques are encouraged. Projects that will lead in the near term to determining the structures of biologically important membrane proteins are also encouraged.

Amount of Award: To Be Determined
**FUNDING OPPORTUNITIES**

**Biology**

National Science Foundation (NSF)

**Deadline:** January 11, 2010

**Research Initiation Grants to Broaden Participation in Biology (RIG BP)**

With the goal of broadening participation to all biologists including members from groups under-represented in biology, the Directorate for Biological Sciences (BIO) at NSF continues to offer Research Initiation Grants (RIG). Currently, African Americans, Hispanics, Native Americans, Alaska Natives, and Native Hawaiians and other Pacific Islanders are underrepresented in biology. These grants are intended to increase the diversity of researchers who apply for and receive BIO funding to initiate research programs early in their careers. By providing these funding opportunities, BIO intends to further broaden participation of biological researchers who share NSF's commitment to diversity in the following ways:

1. Expand the population of role models who will interact with an increasingly diverse student population, the workforce of the future.
2. Increase the number of scientists at minority serving institutions actively and competitively engaged in research as independent investigators, thereby creating new research opportunities for students from underrepresented groups.
3. Fund biological research projects that use innovative ways to attract and retain members of under-represented groups to careers in biology.

**Amount of Award:** $200,000

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**Earth & Physical Sciences**

National Science Foundation (NSF)

**Deadline:** December 5, 2009

**Earth Sciences: Hydrologic Science**

Hydrologic Sciences focuses on the flow of water and transport processes within streams, soils, and aquifers. Particular attention is given to spatial and temporal heterogeneity of fluxes and storages of water, particles, and chemicals coupling across interfaces with the landscape, microbial communities, and coastal environments, to upscaling and downscaling given these heterogeneities and interfaces and how these processes are altered by climate and land use changes. Studies may address aqueous geochemistry as well as physical, chemical, and biological processes within water bodies. These studies commonly involve expertise from many basic sciences and mathematics, and proposals often require joint review with related programs.

**Amount of Award:** Approximately $7,900,000 for 30 to 40 awards
FUNDING OPPORTUNITIES
Earth & Physical Sciences

National Science Foundation (NSF)
http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=12728

Deadline: Open

Atmospheric Sciences: Physical and Dynamic Meteorology

Physical and Dynamic Meteorology supports research involving studies of cloud physics; atmospheric electricity; radiation; boundary layer and turbulence; the initiation, growth, and propagation of gravity waves; all aspects of mesoscale meteorological phenomena, including their morphological, thermodynamic, and kinematic structure; development of mesoscale systems and precipitation processes; and transfer of energy between scales. The program also sponsors the development of new techniques and devices for atmospheric measurements.

Amount of Award: To Be Determined

Vanderbilt University

Deadline: January 5, 2010

Robert Penn Warren Center for the Humanities-William S. Vaughn Visiting Fellowship

The 2010/2011 Fellowship Program is entitled "Representation and Social Change." The Warren Center will host a year-long interdisciplinary faculty seminar to explore the complex and multidirectional relationship between representation and social change. In our current globalized and mediated culture, experiences of social change are commonly communicated through a variety of representational means, and the reach and influence of mass communication increases the possibility that representations can be used to create social change as well as to reflect it. Yet today's conditions are not unique—historical examples abound of instances in which representations of circumstances and events, once disseminated, have both communicated and facilitated social change.

Amount of Award: The visiting fellow is provided with a spacious office within the Center's own building. The fellowship pays a stipend of up to $45,000 and provides $2,000 in moving expenses.
FUNDING OPPORTUNITIES

General

US Department of Agriculture (USDA)
http://www.fs.fed.us/ucf/supporting_docs/9_22_09_2010%20RFP.pdf

Deadline: December 15, 2009

2010 National Urban and Community Forestry Challenge Cost Share Grant

The Secretary of Agriculture has a congressionally designated advisory Council that assists the U.S. Forest Service in establishing the grant categories and recommending the final proposals for the Forest Service to consider. This is the National Urban and Community Forestry Advisory Council (Council). The Council serves to advise the Secretary of Agriculture on the status of the nation’s urban and community forests and related natural resources. The Council seeks to establish sustainable urban and community forests, by encouraging communities of all sizes to manage and protect their natural resources, which can, if well managed, improve the public’s health, well being, and economic vitality, and create resilient ecosystems for present and future generations.

Amount of Award: $900,000

New York State Archives

Deadline: January 15, 2010

Larry J. Hackman Research Residency Program

The New York State Archives and the Archives Partnership Trust announce the availability of awards for qualified applicants to pursue research using historical records in the New York State Archives. The Larry J. Hackman Research Residency Program is intended to support advanced work in New York State history, government or public policy by covering research expenses. It also encourages public dissemination of research products. The program honors the New York State Archivist who managed the dramatic development of the State Archives between 1981 and 1995.

Amount of Award: Awards are intended to defray costs of travel, lodging, meals, photo duplication, and other research-related expenses. Award amounts range from $100 to $4,500 depending on the length of stay at the State Archives and research expenses. Research visits range from a few days to several weeks depending upon the nature of the research. Awards will not supplement salary or honoraria.
Josiah Macy, Jr. Foundation
http://www.josiahmacyfoundation.org/index.php?section=grant_guidelines

Deadline: Open

Health Professional Education Grants

The Macy Foundation is primarily focused on domestic health professional education. Proposals are evaluated on the importance of the project and its relevance to the Foundation's funding priorities; the significance of the project's expected results and potential applicability to similar situations; and the sponsor's commitment to continue successful programs after the Foundation's support ceases. Grants are made only to tax-exempt institutions or agencies; no grants are made directly to individuals.

Amount of Award: To Be Determined

National Endowment for the Humanities (NEH)
http://www.neh.gov/grants/guidelines/SCHC.html

Deadline: December 8, 2009

Sustaining Cultural Heritage Collections

Sustaining Cultural Heritage Collections helps cultural institutions meet the complex challenge of preserving large and diverse holdings of humanities materials for future generations by supporting preventive conservation measures that mitigate deterioration and prolong the useful life of collections. Libraries, archives, museums, and historical organizations across the country are responsible for collections of books and manuscripts, photographs, sound recordings and moving images, archaeological and ethnographic artifacts, art, and historical objects that facilitate research, strengthen teaching, and provide opportunities for life-long learning in the humanities. To preserve and ensure continued access to such collections, institutions must implement preventive conservation measures, which encompass managing relative humidity, temperature, light, and pollutants in collection spaces, providing protective storage enclosures and systems for collections, and safeguarding collections from theft and from natural and man-made disasters. As they strive to be effective stewards of humanities collections, cultural repositories are increasingly interested in sustainable preservation strategies. NEH therefore invites proposals that explore and implement energy-efficient and cost-effective preventive conservation measures designed to mitigate the greatest risks to collections. To help institutions develop sound preventive conservation projects, NEH encourages collaborative and interdisciplinary planning, which may be especially helpful for identifying sustainable strategies. Such planning would include consideration of the following factors: the nature of the materials in a collection; the performance of the building, its envelope, and its systems in moderating internal environmental conditions; the capabilities of the institution; the nature of the local climate and the effects of climate change; the cost-effectiveness and energy efficiency of various approaches to preventive conservation; and the project’s impact on the environment.

Amount of Award: $400,000
Laura Bush 21st Century Librarian Program

This program supports projects to develop faculty and library leaders, to recruit and educate the next generation of librarians, to conduct research on the library profession, and to support early career research on any area of library and information science by tenure-track, untenured faculty in graduate schools of library and information science. It also supports projects to attract high school and college students to consider careers in libraries, to build institutional capacity in graduate schools of library and information science, and to assist in the professional development of librarians and library staff.

**Amount of Award:** $50,000 to $1,000,000

Mathematical Sciences: Computational Mathematics

Supports mathematical research in areas of science where computing plays a central and essential role, emphasizing algorithms, numerical methods, and symbolic methods. The prominence of computation in the research is a hallmark of the program. Proposals ranging from single-investigator projects that develop and analyze innovative computational methods to interdisciplinary team projects that not only create new mathematical and computational techniques but use them to model, study, and solve important application problems are encouraged.

**Amount of Award:** To Be Determined
FUNDING OPPORTUNITIES

Math & Computer Sciences

National Science Foundation (NSF)
http://www.nsf.gov/funding/pgm_summ.jsp?program=503431

Deadline: January 19, 2010

Building Engineered Complex Systems (BECS)

The Directorate for Engineering (ENG) and the Division of Mathematical Sciences (DMS) in the Directorate for Mathematical and Physical Sciences (MPS) at the National Science Foundation (NSF) are collaborating in this solicitation to provide "seed funding" for small teams of innovative engineers and mathematical scientists (mathematicians or statisticians) to seek and develop a theoretical basis of complex systems, with the aim of developing formal methods for the design of engineered complex systems. A complex system is characterized by its display of patterns of structure or behavior at one level of organization of the system that are diagnostic of interactions among parts of the system at other levels; the emergent behaviors or structures are not evident from considering only the system's separate components. This solicitation has been motivated by the observation that many natural, social and engineered systems have been recognized to be complex systems, in which the traditional reductionist approach to science and engineering fails to predict and explain the patterns and behaviors that emerge from the functioning of these systems. Many engineered systems fall into this category and unexpected failures and other consequences have been experienced as these systems function near the edge of their expected performance capacity, for example in power grids, traffic systems, critical civil infrastructures, materials, chemical industrial systems, manufacturing and service enterprises, and environmental systems. Although these unexpected behaviors can be undesirable, it has also been recognized that complex systems with their ability to display emergent behaviors can be designed to be resilient and robust, features that are desirable in engineered systems.

Amount of Award: $4 million for 12-20 awards

Performing & Fine Arts

CEC International Partners
http://www.cecartslink.org/projects.php

Deadline: January 15, 2010

Artslink Project

ArtsLink Projects provides support to US artists, curators, presenters, and arts organizations undertaking projects in Central Europe, Russia and Eurasia. Applicants must be working with an artist or organization in that region and projects should be designed to benefit participants and audiences in both the US and the host country. In 2010, applications will be accepted from individual artists, curators, and non-profit arts organizations working in dance, music, literature and theater.

Amount of Award: $2,500 to $10,000
**FUNDING OPPORTUNITIES**

**Political Sciences**

**Carnegie Corporation**
http://www.carnegie.org/sub/program/national_program.html

**Deadline:** Open

**National Program**

The National Program aims to contribute to a robust democracy fueled by increased educational opportunity, improved institutions of learning, increased civic participation, and immigrant integration. Today, there is little doubt that America has entered a period of rapid and dislocating social change. Global forces challenge the capacity of our educational systems to prepare youth for economic self-sufficiency and to equip sufficient numbers of young people with the level of knowledge and skills required to maintain the United States as an active democracy and a world economic power. Growing economic inequality in our society is fed by labor market shifts that place educational attainment as the key driver of individual success in far more dramatic ways than in past decades. And at this time, when academic achievement is the currency of mobility, significant racial, ethnic and socio-economic achievement gaps persist. To meet this challenge the nation faces the critical task of transforming public education (including higher education) to prepare students of all backgrounds with the knowledge and skills needed for economic success and for participation in a pluralistic democracy. Carnegie is committed to furthering this work.

**Amount of Award:** To Be Determined

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**Social Sciences**

**National Science Foundation (NSF)**
http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5388

**Deadline:** January 15, 2010

**Cultural Anthropology: Senior Research**

The Cultural Anthropology Program promotes basic scientific research on the causes and consequences of human social and cultural variation. The program solicits research proposals of theoretical importance in all substantive and theoretical subfields within the discipline of Cultural Anthropology.

**Amount of Award:** To Be Determined

**National Science Foundation (NSF)**

**Deadline:** January 15, 2010

**Developmental and Learning Sciences**

This program supports studies that increase our understanding of cognitive, linguistic, social, cultural, and biological processes related to children's and adolescents' development and learning. Additional priorities are to support developmental research that: incorporates multidisciplinary, multi-method, microgenetic, and longitudinal approaches; develops new methods and theories; examines transfer of knowledge from one domain to another and from one situation to another; assesses peer relations, family interactions, social identities, and motivation; examines the impact of family, school, and community resources; assesses adolescents' preparation for entry into the workforce; and investigates the role of demographic characteristics and cultural influences on children's development. Research supported by this program will add to our basic knowledge of how people learn and the underlying developmental processes that support learning, with the objective of leading to better educated children and adolescents who grow up to take productive roles as workers and as citizens.

**Amount of Award:** Approximately $5,000,000

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[Logo of Carnegie Corporation]

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**FUNDING OPPORTUNITIES**

**Social Sciences**

National Science Foundation (NSF)
http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5369

**Deadline:** January 15, 2010

**Social, Behavioral, & Economic Research: Sociology Program**

The Sociology Program supports basic research on all forms of human social organization -- societies, institutions, groups and demography -- and processes of individual and institutional change. The Program encourages theoretically focused empirical investigations aimed at improving the explanation of fundamental social processes. Included is research on organizations and organizational behavior, population dynamics, social movements, social groups, labor force participation, stratification and mobility, family, social networks, socialization, gender roles, and the sociology of science and technology. The Program supports both original data collections and secondary data analysis that use the full range of quantitative and qualitative methodological tools. Theoretically grounded projects that offer methodological innovations and improvements for data collection and analysis are also welcomed.

**Amount of Award:** To Be Determined

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**Teacher Education**

Spencer Foundation
http://www.spencer.org/content.cfm/research

**Deadline:** Open

**Research Grant**

The Foundation’s research grants are organized under four areas of inquiry that identify broad topics believed to have fundamental and abiding importance for educational improvement: (1) The Relation Between Education and Social Opportunity; (2) Organizational Learning in Schools, School Systems, and Higher Education Systems; (3) Teaching, Learning, and Instructional Resources; and (4) Purposes and Values of Education. The Foundation also welcomes proposals that do not fit one of the four areas listed through the Field-Initiated Proposal program.

**Amount of Award:** $5,000 to $400,000
<table>
<thead>
<tr>
<th>Name</th>
<th>Project Title</th>
<th>Agency</th>
<th>Amount</th>
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<tbody>
<tr>
<td><strong>Biology</strong></td>
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<tr>
<td>Louis Levinger</td>
<td>Structure and Mechanism of tRNase Z</td>
<td>National Institutes of Health (NIH)</td>
<td>$1,194,096</td>
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<tr>
<td><strong>Math &amp; Computer Sciences</strong></td>
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<td>Lidia Gonzalez</td>
<td>Promoting Mathematics Achievement and Understanding through Technology</td>
<td>National Education Association (NEA)</td>
<td>$5,000</td>
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<td><strong>Social Sciences</strong></td>
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<tr>
<td>Beth Rosenthal</td>
<td>Transition from Adolescence to Adulthood: Trauma Symptoms</td>
<td>National Institutes of Health (NIH)</td>
<td>$140,112</td>
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Available Now: Community of Science (COS) Database

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For more information log onto http://www.rfcuny.org or contact ORSP at (718) 262-2060
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