The Office of Research Career Development Program (RCD) supports the research and professional development of SOM faculty, a diverse and accomplished group of physicians and scientists. Support for SOM faculty is available throughout their career progression, with an emphasis on supporting early stage faculty. Towards this goal, RCD provides programs and resources to develop skills in effective grant writing, scientific communication, and scientific management and leadership. In addition, RCD offers one-on-one consultations in areas that are critical to academic research. To view the events and services offered by RCD, please visit: [http://medschool.umaryland.edu/career](http://medschool.umaryland.edu/career).

### UPCOMING RCD EVENTS

**Foundation Funding for Research Scientists: Building the Partnership between Scientists and Development Officers**  
**Thursday, February 13 • 1:00 – 2:15pm**  
621 W. Lombard Street, SMC Campus Center, Room 349  

As the pool of funding becomes increasingly competitive, private foundations and other non-government grants can fund research, fill funding gaps during lean times, keep work going while a principal investigator applies for government funds, or support a pilot project designed to obtain data necessary to compete for larger grants. This session will highlight how UMSOM faculty at all levels can work with the School of Medicine Foundation Relations team to identify, develop, and submit private foundation and non-profit organization grants. Practical tips and strategies from successful submissions will be highlighted.

**Speakers:** Sarah E. Bradley, Director of Foundation Relations, Office of Development, and Emily Boydston, Development Associate - Foundation Relations, Office of Development, UMSOM

Registration required online at: [http://registrationrcdp.eventbrite.com](http://registrationrcdp.eventbrite.com)

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**Defining Your Project on Paper: Developing your Research Question, Hypothesis, and Specific Aims**  
**Wednesday, February 26 • 10:00 – 11:00am**  
685 W. Baltimore Street, MSTF Building, Room 316  

Explaining the fundamental idea of your research project on paper is essential for writing grants. The purpose of this workshop is to help faculty in composing and clearly describing their underlying research question, hypothesis, and specific aims. This session will include tips for developing your research question and how to progress to defining your hypothesis and specific aims.

**Speaker:** Marey Shriver, PhD, Director, Office of Research Career Development, UMSOM

Registration required online at: [http://registrationrcdp.eventbrite.com](http://registrationrcdp.eventbrite.com)

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**Getting Your Protocol Through the IRB**  
**Tuesday, February 25 • 1:00 - 2:00pm**  
621 W. Lombard Street, SMC Campus Center, Room 349  

This seminar will cover the basics of conducting human subjects research at UMB. Included within the discussion will be an introduction to the Human Research Protections Program (HRPP), the basics of conducting research at UMB, principal investigators’ responsibilities, as well as a discussion of the Comprehensive Institutional Collaborative Evaluation of Research On-line (CICERO) program for submitting and reviewing human subjects research protocols. Recent changes to the federal regulations concerning human subjects research known as the “Common Rule” will also be discussed.

**Speaker:** Jon Mark Hirshon, MD, MPH, PhD, Senior Vice Chair, IRB; Professor, Department of Emergency Medicine; Professor, Department of Epidemiology and Public Health, UMSOM

Registration required online at: [http://registrationrcdp.eventbrite.com](http://registrationrcdp.eventbrite.com)

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**Mentee’s Workshop: Getting the Most from Your Mentor(s)**  
**Tuesday, March 3 • 9:00 – 10:30am**  
685 W. Baltimore Street, MSTF Building, Room 316  

The role of a mentor(s) is one of the most important factors in developing a successful research career. Often, faculty are unsure about how to identify – and develop an effective relationship – with a mentor or team of mentors. The first hour of this session consists of practical tips for establishing and maintaining productive relationships with your mentor(s). Subjects include the following: the role of a mentor; approaching a potential mentor; and preparing for a successful first meeting, as well as ensuring that subsequent meetings are of maximum value. The last half hour of this session will be devoted to common dilemmas in mentoring relationships, including how to work together to problem solve. Participants will have the opportunity to ask questions anonymously via a survey link that will be emailed to them prior to this session. This session will be small, with a maximum of 12 participants, to allow for discussion.

**Speaker:** Wendy Sanders, MA, Associate Dean, Office of Research Career Development, UMSOM

Registration required online at: [http://registrationrcdp.eventbrite.com](http://registrationrcdp.eventbrite.com)
Identifying Funding Sources for Faculty
Tuesday, March 24 • 9:00 – 10:00am
685 W. Baltimore Street, MSTF Building, Room 316

This interactive workshop, given by Stacie Mendoza, Program Director, will assist faculty in identifying non-NIH sources of funding for their research. Topics will include:

• Comprehensive introduction to various funding resources, including searchable databases and useful websites
• Helpful tips for identifying sources of funding
• Interactive demonstration using funding databases

Registration required online at: http://registrationrcdp.eventbrite.com

Tips for Developing the Budget and Justification for an NIH Grant Application
Wednesday, April 22 • 9:00 – 10:00am
621 W. Lombard Street, SMC Campus Center, Room 351

This seminar is targeted to faculty and postdoctoral fellows who plan on submitting an NIH grant application, and want to understand the basics of developing a budget. This seminar will address both the strategic questions involved in budgeting, as well as the basic components of a budget. Topics include the following: personnel issues, including differences between collaborators and consultants, as well as how to determine percent effort; direct vs indirect costs; budget categories, and what items to include, etc.

Speaker: Robert Mitchell, Associate Director for Administration of the Marlene & Stewart Greenebaum Comprehensive Cancer Center, UMSOM

Registration required online at: http://registrationrcdp.eventbrite.com

Funding Success at the National Science Foundation (NSF): Tips for Identifying the Right Funding Opportunity and Applying to the NSF
Wednesday, April 1 • 3:00 – 4:30pm
621 W. Lombard Street, SMC Campus Center, Room 208

Guest Speaker: Edda (Floh) Thiels, PhD, Program Director, Neural Systems Cluster, National Science Foundation

The National Science Foundation (NSF) is an independent federal agency and funds basic research and education in most fields of science and engineering. This seminar will focus on grantsmanship and funding opportunities offered by NSF.

Major subjects will include:
• The NSF’s mission
• Identifying the right NSF funding opportunity
• Specific biology-related funding opportunities
• How to apply
• Elements of a competitive proposal
• NSF Review Process

Target audience: Neuroscience/neurobiology/biology faculty and senior postdoctoral fellows. This session is open to other academic institutions in the region.

For more information on NSF Funding, visit: https://www.nsf.gov/funding/

Registration required online at: http://registrationrcdp.eventbrite.com

Identifying Funding Sources for Postdocs
Thursday, April 16 • 9:00 – 10:00am
685 W. Baltimore Street, MSTF Building, Room 316

This interactive workshop, given by Stacie Mendoza, Program Director, will assist postdocs in identifying non-NIH sources of funding for their research. Topics will include:

• Comprehensive introduction to various funding resources, including searchable databases and useful websites
• Helpful tips for identifying sources of funding
• Interactive demonstration using funding databases

Registration required online at: http://registrationrcdp.eventbrite.com

NIH Regional Seminar

Registration is now available to attend the NIH Regional Seminars on Program Funding and Grants Administration sponsored by the Office of Extramural Research (OER). The NIH Regional Seminar will be held in Baltimore, MD, April 20-22, 2020 at the Renaissance Baltimore Harborplace Hotel.

This is a great opportunity to learn more about the NIH application and review process, current Federal regulations and policies, and current areas of special interest. Below are some topics covered during the regional seminar that may be of interest to junior faculty:

• Grant Writing for Success
• Writing an Effective Career Development “K” application (including 1 hour dedicated to Q&A)
• NIH Peer Review Process Overview
• “Live” Mock Study Section
• NIH Biosketch and SciENcv

Each session is given by experienced NIH staff and includes time for questions.

Have questions about an upcoming or submitted grant application? This seminar also includes the opportunity to meet with Program Officers and Program Directors from a variety of the Institutes and Centers within the NIH and from HHS during the Meet the Experts 1:1 sessions. These 20 minute chats are a great way to get more specific questions answered by NIH & HHS experts. You’ll have the opportunity to sign up in advance or on-site to speak with the expert(s) of your choice participating in the seminar.

For more information and to register, visit: https://regionalseminars.od.nih.gov/baltimore2020/welcome/

For inquiries regarding the seminar, email NIHRegionalSeminars@mail.nih.gov.
The purpose of the Managing Your Research Program Seminar Series is to support faculty, fellows and senior postdocs who are either new to leading a research team or are interested in honing their leadership skills. This monthly seminar series consists of ten (10), 1-hour stand-alone sessions, each of which focuses on a subject/skill set that is important to successfully developing and managing a research program/team. Registration is available for the following two sessions. Dates and subjects for the monthly sessions are outlined below and will be described in detail in subsequent newsletters.

Please note: faculty, fellows and postdocs are welcome to attend every session in the series or single sessions of interest.

Establishing Collaborations and Creating Your Network
Tuesday, February 11 • 9:00 – 10:00am
621 W. Lombard Street, SMC Campus Center, Room 351

Collaborations are a crucial aspect of developing and maintaining a successful research program and should be developed and maintained carefully. Often, early stage faculty are uncertain as to how to identify the best collaborators, as well as how to obtain the most meaningful input from collaborators.

This session will cover:
- How to build successful collaborations and maintain relationships
- How to Identify venues to network and how to create your own networking opportunities
- The importance of establishing a network for career progression
- Challenges early stage investigators often face when collaborating and how to deal with them effectively
- How to make the meeting/conference experience professionally useful
- Using social media to network

Speaker: Lynn Schriml, PhD, Associate Professor, Institute for Genome Sciences, Department of Epidemiology and Public Health, UMSOM

Registration required online at: http://registrationrcdp.eventbrite.com

Staffing Your Lab:
Making the Best Hiring Decisions, including Interviewing and Evaluating Applicants; Terminating Employees
Tuesday, March 17 • 9:00 – 10:00am
621 W. Lombard Street, SMC Campus Center, Room 351

Staffing your lab with the right people is one of the most important things you can do to manage a successful research program. This session focuses on making the best hiring decisions, beginning with tips on how to attract postdocs and techs to your lab, which can be challenging if you are an early stage investigator. This session will provide advice on how to interview and evaluate applicants. The session will conclude with advice for handling staffing situations that aren’t working, including how to handle terminating an employee’s contract, which is always difficult – and hopefully can be avoided by identifying and recruiting the best employees at the outset.

Speaker: Achsah D. Keegan, PhD, Professor, Department of Microbiology and Immunology; Associate Director, Medical Scientist Training Program, UMSOM

Registration required online at: http://registrationrcdp.eventbrite.com

SAVE THE DATE!

Please mark your calendar for the following scheduled “Managing Your Research Program” seminars on Tuesdays, 9-10am in SMC Campus Center, Room 351.
Subjects are identified below and registration information will be announced in future newsletters.

Apr 14 Managing Conflict
May 12 Increasing Your Scientific Visibility Through Social Media
The purpose of the **Scientific Writing Seminar Series** is to help faculty, fellows and postdocs write clear, well-organized scientific papers. The series consists of ten (10), 1-hour stand-alone sessions, each of which focuses on an important aspect of scientific writing. Registration is available for the next two sessions. Dates and subjects for the monthly sessions are outlined below and will be described in detail in subsequent newsletters.

**Please note:** faculty, fellows and postdocs are welcome to attend every session in the series or single sessions of interest.

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**Writing Effective Titles and Abstracts**  
**Thursday, February 20** • **9:00 – 10:00am**  
621 W. Lombard Street, SMC Campus Center, Room 351

Effective titles and abstracts are key components of a scientific paper, as these two parts of the paper are read most often and are also the basis for searches. This session focuses on how to write an interesting and informative title and abstract, including tips on writing style. This session begins with a didactic session (20 minutes), followed by an examples-driven discussion (40 minutes). If any participants would like to submit an abstract for discussion, please email a draft to the speaker, Dr. Marey Shriver, at mshriver@som.umaryland.edu by February 13.

**Speaker:** Marey Shriver, PhD, Director, Office of Research Career Development, UMSOM

**Registration required online at:** [http://registrationrcdp.eventbrite.com](http://registrationrcdp.eventbrite.com)

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**Tips for Scientific Writing with a focus on clarity/editing**  
**Thursday, March 19** • **9:00am – 10:00am**  
621 W. Lombard Street, SMC Campus Center, Room 351

Scientific papers that are well-written have higher rates of acceptance, but often scientists are unsure of how to present their research succinctly and clearly. This seminar focuses on tips for writing scientific research papers with a primary emphasis on clarity and editing. The session makes use of examples to reflect common errors in scientific writing, and how to address these.

**Speaker:** Isabell May, PhD, Director, Writing Center, UMB

**Registration required online at:** [http://registrationrcdp.eventbrite.com](http://registrationrcdp.eventbrite.com)

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**SAVE THE DATE!**

Please mark your calendar for the following scheduled “Scientific Writing” seminars on **Thursdays, 9-10am** in **SMC Campus Center, Room 351**. Subjects are identified below and registration information will be announced in future newsletters.

- **April 23**  
  Tips for Writing Case Reports, Commentaries and Review Articles

- **May 21**  
  Responding to Reviewers

- **Jun 18**  
  Writing and Conducting a Systematic Review

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**Need to Increase Your Scholarly Writing Productivity?**

**Join A SWAG!**  
**Scholarly Writing Accountability Group (SWAG) for Junior Faculty**

Getting published is one of the most important means for communicating and sharing your scientific research. However, making time to write papers can be a challenging task as it competes with other faculty demands.

To help faculty meet this challenge, the Office of Research Career Development (RCD) provides a peer accountability/support program designed to increase writing productivity among UMB junior faculty. This program is called **Scholarly Writing Accountability Group (SWAG)**. Please see a description of our SWAG program below followed by an introduction to **SWAG 2.0** which is a new “hybrid” format option.

A SWAG is an active peer-led writing group that meets for 1-hour, once a week over a 10-week period. Groups follow a structured agenda including 15 minutes of updates and goal-setting followed by 30 minutes of individual writing and then 15 minutes of reporting and wrap-up. Each group is limited to 4-8 members who MUST commit to attending at least 6 out of the 10 weekly sessions. In a SWAG, there is no peer review of writing; SWAGs focus on the process of writing, not the content. The goal for SWAG members is to write with increased frequency and for shorter durations; i.e., to develop a sustainable writing habit.

The SWAG program is being used at multiple major medical schools. The data which have been reported on the results of this program are very favorable, reflecting marked increases in the quantity and quality of writing by junior faculty participants. Thus, RCD initiated the first group in 2014 and continue to form new groups.

**Introducing SWAG 2.0!**

Starting in February, RCD will pilot **SWAG 2.0** which is a new hybrid format that will function the same as our traditional “face-to-face” format mentioned above; however, members are only asked to commit to meeting with their group in-person for 5 week while writing remotely for the other 5 weeks. The goal of this new format is to help faculty increase their scholarly writing productivity even if they are not able to meet in person with their group every week. Members will still be expected to set feasible writing goals and share them with the group members each week.

Faculty may choose the traditional “face-to-face” format of meeting weekly for 10 consecutive weeks or the new hybrid format beginning in February. Below is a sample of a hybrid SWAG schedule:

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<thead>
<tr>
<th><strong>SAMPLE SCHEDULE:</strong></th>
<th><strong>Tuesdays 9-10am</strong></th>
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<tbody>
<tr>
<td>Week 1:</td>
<td>In-person</td>
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<tr>
<td>Week 2:</td>
<td>In-person</td>
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<td>Week 3:</td>
<td>Remotely</td>
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<td>Week 4:</td>
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<td>Week 5:</td>
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<td>Week 6:</td>
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<td>Week 7:</td>
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<td>Week 8:</td>
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<tr>
<td>Week 9:</td>
<td>Remotely</td>
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<tr>
<td>Week 10:</td>
<td>In-person</td>
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</tbody>
</table>

To participate in SWAG, please complete the following form online: [https://umbforms.wufoo.com/forms/request-to-join-swag/](https://umbforms.wufoo.com/forms/request-to-join-swag/)

**Questions?** Contact Stacie Mendoza at smendoza@som.umaryland.edu or 6-5434.

**SWAG is sponsored by the Office of Research Career Development**
The RCD’s “Mini Library” provides access to books that are relevant to developing the professional skills and success of an academic research career of SOM faculty.

The following books are now available in the RCD’s office (MSTF Building, Room 319) and can be signed out for up to 3 weeks. Click on any book title below for more information.

**Ask for It: How Women Can Use the Power of Negotiation to Get What They Really Want**
Authors: Linda Babcock and Sara Laschever

**Drop the Ball: Achieving More by Doing Less**
Author: Tiffany Dufu

**How to Work a Room: The Ultimate Guide to Making Lasting Connections—In Person and Online**
Author: Susan Roane

**Getting to Yes: Negotiating Agreement Without Giving In**
Authors: Roger Fisher, William L. Ury and Bruce Patton

**Not Discussed: The Unspoken Rules for A Career in Academic Medical Research**
Author: C. Michael Stein

**The Power of a Positive No: Save the Deal, Save the Relationship – And Still Say No**
Author: William L. Ury

**Thanks for the Feedback: The Science and Art of Receiving Feedback Well**
Authors: Douglas Stone and Sheila Heen

**WAG Your Work: Writing Accountability Groups**
*Bootcamp for Increasing Scholarly Productivity*
Author: Kimberly A. Skarupska

**Why So Slow? The Advancement of Women**
Author: Virginia Vallian

The following books are available in print in the RCD’s office and can be downloaded online:

**Training Scientists to Make the Right Moves: A Practical Guide to Developing Programs in Scientific Management**
Burroughs Wellcome Fund, Howard Hughes Medical Institute

**Making the Right Moves: A Practical Guide to Scientific Management for Postdocs and New Faculty**
Burroughs Welcome Fund, Howard Hughes Medical Institute

*New books will be added continuously.*

**RCD welcomes suggestions for appropriate books as well as donations of gently used books.**

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**Individual Consultations (RCD)**

**MENTORING/SCIENTIFIC LEADERSHIP CONSULTATIONS**

Wendy Sanders, MA, Associate Dean for Research Career Development, is available to meet with junior faculty regarding how to identify and develop an effective relationship with a mentor or team of mentors. She will also meet with faculty to discuss issues regarding professional/career development and scientific leadership. Email: wsanders@som.umaryland.edu

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**GRANT APPLICATION/SUMMARY STATEMENT CONSULTATIONS**

Marey Shriver, PhD, Director for Research Career Development, is available to meet with junior faculty to discuss early project conception to development of a complete NIH application. Dr. Shriver offers consultations regarding developing a clear research question and testable hypothesis, eligibility regarding grant applications, and planning for upcoming grant proposal. In addition, she is available to discuss strategies for addressing summary statements and revising research grant applications for resubmission. Email: mshriver@som.umaryland.edu

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**FUNDING SOURCE CONSULTATIONS**

Stacie Mendoza, Program Director for Research Career Development, assists junior faculty and postdocs with identifying sources of funding for their research including how to navigate the NIH funding database. To schedule a funding consultation, complete a Funding Search Request Form online at http://www.medschool.umaryland.edu/career/Grant-Funding-Consultation-Service/

Email: smendoza@som.umaryland.edu

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**Health Sciences and Human Services Library**

**Love Data Week at UMB begins on February 10**

Love Data Week is an international celebration of all things data! The Health Sciences & Human Services Library will be celebrating all week long with info sessions, workshops, prize giveaways, and more.

**Want to participate? Here’s how:**

- Look for our pop-up table on the second floor of HSF-1 on Wednesday, Feb. 12, from 9 to 11 a.m.. Come and learn about bioinformation and data services at the HS/HSL and grab a piece (or three) of candy!

- Tell us about how you use data! Fill out our survey https://is.gd/lovedatasurvey (Note: Survey opens on Feb. 10) for a chance to win one of three $50 Amazon gift cards.

- Join us in the HS/HSL lobby on Valentine’s day, Friday Feb. 14 for a “Byte of Data” coffee and doughnut break from 8:30 to 10 a.m.

- Finish out Love Data Week with a data workshop. We’ll be offering sessions on data management, the UMB Data Catalog, and design principles in data visualization!

For a full schedule of events, please visit: http://www2.hshsl.umaryland.edu/hslupdates/?p=3903

Don’t forget to follow HS/HSL and Love Data Week on social media: #LoveData20 and #UMBLOvesData
Applications for Master of Science in Epidemiology and Clinical Research – Clinical Research Track and the Certificate Program in Clinical Research are now being accepted by the Graduate School.

Both are designed specifically to meet the needs of clinicians and scientists who want further education and training to develop a successful career as a clinical and translational investigator. Graduates will gain the ability to identify important clinical research questions, develop research protocols, generate pilot data, conduct clinical research, analyze and write the results in a publishable form and develop and submit grant proposals. Former students include faculty members (particularly those on or applying for career development awards), fellows, residents and medical and dental students.

Please see the details and application deadline for each below:

**MASTER OF SCIENCE IN EPIDEMIOLOGY AND CLINICAL RESEARCH – CLINICAL RESEARCH TRACK**
- 30 credits
- Eligible for tuition remission
- Designed for clinicians and clinicians-in-training wanting to develop a successful clinical research career

**APPLICATIONS DUE:** February 15, 2020

For more information, visit: [http://www.medschool.umaryland.edu/k30/Master-Of-Science-in-Epidemiology-and-Clinical-Research-Clinical-Research-Track/](http://www.medschool.umaryland.edu/k30/Master-Of-Science-in-Epidemiology-and-Clinical-Research-Clinical-Research-Track/)

In particular, read the "Frequently asked questions" for each.

**CERTIFICATE PROGRAM IN CLINICAL RESEARCH**
- 12 credits
- Eligible for tuition remission
- For clinicians and scientists who do not have time to do a full MS but need to gain skills not covered in their health profession or graduate education

**APPLICATIONS DUE:** March 1, 2020


In particular, read the "Frequently asked questions" for each.

For an individual consultation on whether this is appropriate for you, please contact:

Kristen Stafford, MPH, PhD [kstafford@ihv.umaryland.edu](mailto:kstafford@ihv.umaryland.edu)

Dan Morgan MD, MS [dmorgan@som.umaryland.edu](mailto:dmorgan@som.umaryland.edu)

**Funding Upcoming Opportunities ~ Upcoming Deadlines**

**MID ATLANTIC NUTRITION OBESITY RESEARCH CENTER (NORC) Pilot/Feasibility Grants**
Priority for funding goes to:
1. New investigators collecting preliminary data for a NIH submission;
2. Established investigators seeking to apply their expertise to the obesity or related nutrition field (a significant departure from their current work);
3. Established investigators in the obesity field seeking funding for a new avenue of research (including high risk/high gain category)

**LETTER OF INTENT (LOI) DUE:** March 9, 2020 (by noon)
**WEBSITE:** [http://www.medschool.umaryland.edu/norc/pilot_feasibility/](http://www.medschool.umaryland.edu/norc/pilot_feasibility/)

**FAHS-BECK FUND FOR RESEARCH AND EXPERIMENTATION**
Faculty/Post-Doctoral Research Grant Program
Areas of interest to the Fund are: studies to develop, refine, evaluate, or disseminate innovative interventions designed to prevent or ameliorate major social, psychological, behavioral or public health problems affecting children, adults, couples, families, or communities, or studies that have the potential for adding significantly to knowledge about such problems.

**DEADLINE:** April 1, 2020

**AMERICAN CANCER SOCIETY**
Research Scholar Grant
The Research Scholar Grant supports investigator-initiated projects across the cancer research continuum. To be eligible, applicants must be in their first 6 years of an independent research career or faculty appointment.

**APPLICATION DEADLINE:** April 1, 2020
**WEBSITE:** [https://www.cancer.org/research/we-fund-cancer-research/apply-research-grant/grant-types/research-scholar-grants.html](https://www.cancer.org/research/we-fund-cancer-research/apply-research-grant/grant-types/research-scholar-grants.html)

**WHITEHALL FOUNDATION**
Research Grant
The Whitehall Foundation funds grants in basic research in neurobiology, defined as follows: Invertebrate and vertebrate (excluding clinical) neurobiology, specifically investigations of neural mechanisms involved in sensory, motor, and other complex functions of the whole organism as these relate to behavior. The overall goal should be to better understand behavioral output or brain mechanisms of behavior.

**LOI DEADLINE:** April 15, 2020
**APPLICATION DEADLINE:** September 1, 2020
**WEBSITE:** [http://www.whitehall.org/grants/](http://www.whitehall.org/grants/)

**MORE FUNDING OPPORTUNITIES CAN BE FOUND AT:**

**UMB Internal Grant Announcements**
[http://www.umaryland.edu/ictr/funding/umb-internal-funding-highlights/](http://www.umaryland.edu/ictr/funding/umb-internal-funding-highlights/)

**UMGCC Funding Database**
[Cancer related research](https://umgccfundingopps.org/)

To receive weekly UMGCCC funding announcements, contact Sarah Laye at [SLaye@som.umaryland.edu](mailto:SLaye@som.umaryland.edu)