Weekly Funding Opportunity Announcements
Tuesday, April 30, 2013

Reminder: ORSD coordinates and pays for external reviews and editorial services for HSPH Assistant and Associate Professors preparing NIH grant proposals.
For more information please contact Amanda Spickard at orsd@hsph.harvard.edu or ext. 2-1711.

NIH Funding Announcements – New This Week

New RFAs for week ending April 26, 2013:

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New PARs:

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<td>NINDS</td>
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<td>PAR-13-213</td>
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<td>PAR-13-214</td>
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<td>PA-13-211</td>
<td>NINR</td>
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<td>Symptom Management in HIV-infected Individuals with Comorbid Conditions (R21)</td>
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Department of Defense  
FY13 DOD CDMRP Program Pre-Announcements

The Fiscal Year 2013 (FY13) Defense Appropriations Act provides research funding for the peer reviewed programs managed by the Department of Defense (DOD) office of Congressionally Directed Medical Research Programs (CDMRP).

This is to notify the research community of the recently released pre-announcements from the following programs:

* Autism Research Program (ARP)  
* Bone Marrow Failure Research Program (BMFRP)  
* Duchenne Muscular Dystrophy Research Program (DMDRP)  
* Lung Cancer Research Program (OCRP)  
* Multiple Sclerosis Research Program (MSRP)  
* Ovarian Cancer Research Program (OCRP)  
* Peer Reviewed Medical Research Program (PRMRP)

Descriptions of each of the funding opportunities, eligibility, key mechanism elements, and funding can be found in the respective Program pre-announcement. FY13 pre-announcements can be found in the CDMRP home page features at [http://cdmrp.army.mil](http://cdmrp.army.mil).

NCI - Research Funds for Provocative Questions Now Available

The National Cancer Institute (NCI) is looking for bold new approaches to answer 24 perplexing scientific questions identified by the community. Think you can help find the answer to one of those questions?

**Submit a Letter of Intent by May 20, 2013.**  
**Applications are due June 20, 2013.**

The Provocative Questions Initiative has assembled a list of important questions to stimulate the NCI’s research communities to use laboratory, clinical, and population sciences in especially effective and imaginative ways to answer the questions. Researchers are invited to apply for R01 and R21 grants in four thematic areas:

- Cancer Prevention and Risk  
- Mechanisms of Tumor Development or Recurrence  
- Tumor Detection, Diagnosis, and Prognosis  
- Cancer Therapy and Outcomes

View the list of Provocative Questions and current Funding Opportunity Announcements at: [www.provocativequestions.nci.nih.gov](http://www.provocativequestions.nci.nih.gov)
*New* - NIH: Tobacco Control Regulatory Research - R21 Modification 3  
Closing Date: June 18, 2013

*New* - NIH: National Cancer Institute (NCI) Cancer Education and Career Development Program (R25)  
Closing Date: September 7, 2013

*New* - NIH: MARC Undergraduate Student Training in Academic Research (U-STAR) National Research Service Award (NRSA) Institutional Research  
Closing Date: June 24, 2015

*New* - SAMHSA: FY 2013 Screening, Brief Intervention, and Referral to Treatment (SBIRT) Medical Professional Training Program  
Closing Date: June 5, 2013

*New* - CDC: National Network to Enhance Capacity of State and Local Sexually Transmitted Disease Prevention Programs (NNECS)  
Closing Date: June 16, 2013

NIH: Male Contraceptive Development Program (U01)  
Closing Date: August 27, 2013

NIH: Reducing the Duration of Untreated Psychosis in the United States (R01)  
Closing Date: May 7, 2016

NIH: Structural Interventions, Alcohol Use, and Risk of HIV/AIDS (R01)  
Closing Date: May 7, 2016

NIH: NIDCD Research Career Enhancement Award for Established Investigators (K18)  
Closing Date: May 8, 2016

Pfizer: Smoking Cessation Leadership Center at UCSF and Pfizer Independent Grants for Learning & Change  
Closing Date: June 11, 2013

CDC: Improving HIV Prevention and Treatment Outcomes Among HIV-Infected Persons by Integrating Community Pharmacists and Clinical Sites into a Model of Patient-centered HIV Care  
Closing Date: May 15, 2013

CDC: Centers for Disease Control and Prevention Occupational Safety and Health Research  
Closing Date: June 5, 2013

NIH: Research on Comparative Effectiveness and Implementation of HIV/AIDS and Alcohol Interventions  
Closing Date: May 29, 2013

NIH: Addressing Health Disparities in NIDDK Diseases (R01) Grant  
Closing Date: May 7, 2016

NIH: Pilot Projects on Sports-Related Brain and Spinal Cord Injury (R03)  
Closing Date: May 14, 2013

NIH: Research on Comparative Effectiveness and Implementation of HIV/AIDS and Alcohol Interventions  
Closing Date: May 29, 2013
NIH: Innovative Research Methods: Prevention and Management of Symptoms in Chronic Illness  
Closing Date: May 7, 2016

CDC: Promoting, Strengthening and Enhancing Disease Prevention by Collaboration with Targeted Stakeholders Grant  
Closing Date: June 5, 2013

NIH: Pilot Projects on Sports-Related Brain and Spinal Cord Injury (R03) Modification 1  
Closing Date: May 14, 2013

NIH: Home and Family Based Approaches for the Prevention or Management of Overweight or Obesity in Early  
Closing Date: May 7, 2016

NIH: Aging Research Dissertation Awards to Increase Diversity  
Closing Date: May 7, 2016

CDC: Developing Research Capacity to Assess Health Effects Associated with Volcanic Emissions and other Environmental Exposures  
Closing Date: May 14, 2013

CDC: Establishing a Center for Public Health Training in Complex Humanitarian Emergencies Grant  
Closing Date: May 25, 2013

NIH: Advancing Eating Disorders Research through Dimensional Studies of Biology and Behavior  
Closing Date: June 11, 2013

NIH: Understanding and Promoting Health Literacy  
Closing Date: May 7, 2016

Closing Date: May 14, 2013

BMGF: Grand Challenges family of grant programs  
Closing Date: May 7, 2013

BMGF: Reducing the Burden of Preterm Birth  
Closing Date: May 7, 2013

NIH: Alzheimer's Disease Research Centers  
Closing Date: June 11, 2013

NIH: Dissemination and Implementation Research in Health  
Closing Date: January 7, 2016

NIH: Understanding and Promoting Health Literacy  
Closing Date: May 7, 2016

NIH: NINDS Stroke Trials Network - Regional Coordinating Stroke Centers (U10)  
Closing Date: May 15, 2013
NIH: Specialized Cooperative Centers Program in Reproduction and Infertility Research (U54)  
Closing Date: July 25, 2013

NIH: Research on Alcohol and HIV/AIDS (R03)  
Closing Date: May 7, 2016

NIH: Regional and International Differences in Health and Longevity at Older Ages (R03)  
Closing Date: September 7, 2016

NIH: Obesity Policy Evaluation Research (R01)  
Closing Date: May 7, 2016

AHRQ: Grants for Health Services Research Dissertation Program (R36)  
Closing Dates: May 1, August 1, and November 1, 2013

NIH: Prevention and Health Promotion Interventions to Prevent Alcohol and Other Drug Abuse and Associated Physical and Psychological Health Problems in U.S. Military Personnel, Veterans and their Families  
Closing Dates: May 1, 2013

NIH: School Nutrition and Physical Activity Policies, Obesogenic Behaviors, and Weight Outcomes  
Closing Date: May 07, 2016

CDC: Occupational Safety and Health Research (R01)  
Closing Date: May 8, 2013

CDC: NIOSH Exploratory/Developmental Grant Program  
Closing Date: September 8, 2015

CDC: NIOSH Small Research Program  
Closing Date: September 8, 2015

**Internal Harvard Funding Opportunities**

None

**Other Funding Opportunities**

*New ** Limited Submission – National Science Foundation - Collections in Support of Biological Research (CSBR)

Available Funding: Up to $500,000 per award
**Internal Due Date:** May 16, 5 p.m.

Interested faculty should read the full opportunity notice carefully and submit the following documents to Autumn Bennett not later than 5 p.m., Thursday, May 16, 2013:

- Proposal summary of not more than two pages (please include a brief description of the existing collection for which improvement funds are sought including information about its location)
- CV of PI and list of collaborators

**Sponsor Due Date:** July 16, 2013

**Overview of Opportunity from the NSF:**

Summary of key features:

- This opportunity provides funds to enhance, secure and improve existing collections with the aim of better accessible digitized specimen related data, curation and collection management
- Awards can be up to 500,000 for up to three years
- 10 to 20 awards are expected to be made, pending availability of funds
- Awards will be either a Standard Grant or Continuing Grant
- A Letter of Intent is not applicable
- There is no limit to the number of proposals per PI

The Collections in Support of Biological Research (CSBR) Program funds activities that improve infrastructure for existing living stock/culture collections and specimen-based vouchered natural history collections that serve a broad community of biological researchers. Activities involving the application of new and improved curatorial techniques and tools related to the maintenance, provision, care, preservation, storage, and data management of collections are encouraged. Digitizing activities such as databasing, geo-referencing, and imaging may be funded as activities designed to secure and improve access to collections. Digitizing activities focused on augmenting or enhancing large volumes of data from well-secured collections should consider other funding outlets. Proposals concerning the preservation and organization of tissues, DNA, images, and collection data that can be linked to voucher specimens will be considered, as will proposals for innovative enhancements for diverse collections and workshops/symposia that will lead to improvements in the security, access, and maintenance of biological collections. As a part of the improvements to collections, all scientifically significant specimens handled--if not already digitized---should be digitized and the data interfaced with iDigBio (http://www.idigbio.org/), the national Home Uniting Biocollections (HUB) supported by the ADBC program. The CSBR program does not support building a new collection, single-taxon natural history collections devoted to a narrow research focus, or collecting new specimens to augment collections; these are integral activities of research projects supported by programs in the NSF Division of Environmental Biology.

Please note that federally held and/or owned collections cannot be supported with NSF funds. As outlined in HR 5116, the America COMPETES Reauthorization Act of 2010 (Sec. 105.), the Office of Science and Technology Policy is developing guidelines for the management and preservation of federally owned collections.

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*New – The Ellison Medical Foundation - 2013 New Scholar and Senior Scholar Awards in Neuroscience: Neuroscience of Aggressive Behavior*

The goal of this program is to support innovative, basic neuroscience research that often falls outside the scope of traditional funding sources: such research may include projects involving the application of new concepts or new technologies whose feasibility is not yet proven; projects seeking commonalities among social and anti-social behaviors that might yield new insights into neural mechanisms of aggression and related violent disorders; or projects seeking to bring together diverse scientific disciplines in the study of aggression and social behaviors.
Specific topics of interest include: molecular, cellular and genetic approaches to identify the fundamental neural circuits that regulate aggression and other social behaviors; studies of the effects of aggression and social interactions on brain and behavior; studies of aggressive and related “pro-social” behaviors in model organisms from invertebrates to lower vertebrates, rodents and non-human primates; functional imaging and cognitive science approaches to define the core mechanisms and neural architecture of aggression in humans; studies to examine the development of aggression and the control of impulsive tendencies in children; and studies to identify the interacting genetic and environmental factors that increase the risk of aggression and anti-social pathologies – or conversely promote resilience to protect from the harmful effects of violence – in humans.

Those invited to submit a full application will be notified of their selection and provided with application instructions in August, 2013. Applications will be due in late September. Awardees will be notified by early November, 2013. The earliest possible start date of the award is dependent on completion of the award agreement with the grantee institution.

See the PDF for further details.

*New - United States-Israel Educational Foundation (USIEF), the Fulbright commission for Israel

The United States-Israel Educational Foundation (USIEF), the Fulbright commission for Israel, offers 8 fellowships to American post-doctoral researchers in support of work to be carried out at Israeli universities during the course of the 2014/2015-2015/2016 academic years.

The US Post-Doctoral Fellowship Program is open to candidates in all academic disciplines. Please click below for further details:

http://www-bsf.org.il/data/FormsToDownload/Fulbright_Israel_Post_Doctoral2013.doc

American Heart Association – Summer 2013 Funding Opportunities

The American Heart Association (National Office and Affiliate Offices) offers two funding cycles per year – winter and summer. The following are open research funding calls for Summer 2013. Several programs have a broad target audience. You should always refer to the program description for details.

- Mentored Clinical & Population Research Award (formerly Clinical Research Program)
  Encourages early career investigators who have appropriate and supportive mentoring relationships to engage in high quality introductory and pilot clinical studies that will guide future strategies for reducing cardiovascular disease and stroke while fostering new research in clinical and translational science, and encouraging community- and population-based activities.
  Offered by: Founders, Greater Southeast, National and Western States Affiliates
  Career Stage: directed step/first independent step - masters degree. Healthcare professionals with a masters degree or certain doctoral degrees.

- Scientist Development Grant. Supports highly promising beginning scientists in their progress toward independence by encouraging and adequately funding research projects that can bridge the gap between completion of research training and readiness for successful competition as an independent investigator.
  Offered by: Founders Affiliate and National
Career Stage: First independent step – instructor, assistant professor or other first academic appointment or equivalent

- Grant-In-Aid. Encourages and adequately funds the most innovative and meritorious research projects from independent investigators.
  Offered by: Founders, SouthWest and Western States Affiliates

Career Stage: First independent step, intermediate level or recognized investigator – instructor, assistant professor or other first academic appointment or equivalent, associate professor or equivalent, professor or equivalent. Applicants are expected to be independent investigators.

- Established Investigator Award. Supports mid-career investigators with unusual promise and an established record of accomplishments; candidates have a demonstrated commitment to cardiovascular or cerebrovascular science as indicated by prior publication history and scientific accomplishments. A candidate's career is expected to be in a rapid growth phase.
  Offered by: National

- Innovative Research Grants. Supports highly innovative, high-risk, high-reward research that could ultimately lead to critical discoveries or major advancements that will accelerate the field of cardiovascular and stroke research.
  Offered by: National

- Predoctoral Fellowship. Helps students initiate careers in cardiovascular and stroke research by providing research assistance and training.
  Offered by: Founders, Greater Southeast, Midwest, SouthWest and Western States Affiliates

Career Stage: gaining credentials – doctoral student

- Postdoctoral Fellowship. Helps trainees initiate careers in cardiovascular and stroke research while obtaining significant research results under the supervision of a sponsor or mentor; supports individuals before they are ready for some stage of independent research.
  Offered by: Founders, Great Rivers, Greater Southeast, Midwest, SouthWest and Western States Affiliates

Career Stage: directed step - postdoctoral fellow

- American Stroke Association-Bugher Foundation Centers of Excellence in Stroke Collaborative Research for Regeneration, Resilience and Secondary Prevention. The Henrietta B. and Frederick H. Bugher Foundation has committed $9.24 million dollars to the American Stroke Association (ASA, a division of the American Heart Association) to support a new network of three Centers of Excellence in Stroke Collaborative Research for a period of four years.

  View more information about this exciting new funding opportunity and download the full Request for Applications.

- AHA/Gerontological Society of America National Hartford Centers of Gerontological Nursing Excellence Postdoctoral Fellowship Award. Special funding is made available from the Gerontological Society of America-National Hartford CGNE to support an investigator proposing innovative basic, clinical or translational research projects relevant to gerontological nursing, aging, cardiovascular disease and/or stroke. In addition to an RN degree, applicants must hold a PhD, DN.Sc. or equivalent degree at the time of award activation. DNP applicants are not eligible. The chosen awardee will be expected to attend the GSA Leadership Conference both years of the fellowship.

Interested parties should submit a postdoctoral fellowship application to their local affiliate.
• AHA/Myocarditis Foundation Postdoctoral Fellowship Award. Supports an investigator proposing innovative basic, clinical or translational research projects relevant to the etiology, pathophysiology, diagnosis, treatment epidemiology and/or prevention of myocarditis.

Interested parties should submit a postdoctoral fellowship application to their local affiliate.

• AHA/ASA/American Brain Foundation Lawrence M. Brass, M.D. Stroke Research Postdoctoral Fellowship Award. Special funding is available from the American Brain Foundation to support a training award for an individual interested in embarking on a career in stroke research related to vascular neurology, stroke and neurocritical care. Individuals should not have more than 5 years of postdoctoral research training.

Interested parties should submit a postdoctoral fellowship application to their local affiliate.

• AHA/CCF Pediatric Cardiomyopathy Joint Research Award

The Children’s Cardiomyopathy Foundation (CCF) has partnered with the American Heart Association (AHA) to establish a research award for investigators conducting research specific to pediatric cardiomyopathy. CCF will provide $35,000 per year for two years to fund one project related to pediatric cardiomyopathy research. The AHA will provide the balance of the funds needed to fully fund the selected award.

Interested parties should submit a Beginning Grant-in-Aid or Grant-in-Aid to their local affiliate.

*Limited Submission (REVISED INSTRUCTIONS – Updated 4/22/13) - American Diabetes Association

The American Diabetes Association has launched a new program, Pathway to Stop Diabetes, in an effort to inspire and support a new generation of diabetes researchers. Individuals supported through this program will focus on innovative ideas and transformational approaches that lead to discoveries in diabetes prevention and treatment, and ultimately change the face of diabetes.

*The sponsor will only allow applicant institutions to nominate one nominee for either of two Pathway Awards (described in detail below):

• Diabetes Research Career Initiator (INI)
• Diabetes Research Accelerator (ACC)

If you are interested in applying for either award, please submit a brief notice of intent/interest to the HSPH Office of Research Strategy and Development (orsd@hsph.harvard.edu) as soon as possible but no later than April 29. Based on the number of notices received, we will determine whether an internal competition will need to be held in May to select the HSPH nominee for this award. If a competition is needed, we will require interested faculty to submit a 2-page synopsis of their proposed work by May 27, 2013.

**Diabetes Research Career Initiator (INI)**

Status: Currently accepting applications

Application Deadline: August 16, 2013 for January 2014 funding
Award Description: This two-phased award is designed to support the transition from mentored training to independent research faculty.

Eligibility: Eligible applicants must currently be in research training positions (post-doctoral fellow, research fellowship) and have no more than seven years of training following terminal doctoral degree. Candidates will be identified through institutional nomination; applications will be accepted only from individuals with the appropriate institution support.

Support: Awards provide two distinct phases of research support. Phase 1 provides up to two years of support for mentored training at a maximum of $100,000 per year (including 10% indirect costs). Phase 2 provides up to five years of support for independent research at a maximum of $325,000 per year (including 30% indirect costs). Combined support for Phase 1 and Phase 2 can total up to $1,625,000.

**Diabetes Research Accelerator (ACC)**

Status: Currently accepting applications

Application Deadline: August 16, 2013 for January 2014 funding

Award Description: Awards are designed to support exceptional early-career researchers who have distinguished themselves as promising investigators and are in the beginning stages of establishing successful, independent diabetes research programs; and talented established investigators in fields other than diabetes who are interested in applying their skills and expertise to diabetes research.

Eligibility: Awards are available to individuals with established records of independent productivity in research, in two distinct categories:

- **Early Investigator:** Early-career diabetes investigators proposing innovative and ambitious diabetes-related research programs. Applicants must hold faculty positions and have demonstrated independent productivity in diabetes research. Applicants may currently hold independent NIH funding (K or R awards, including an initial R01) but must not have applied for, or received, an R01 renewal or a second R01 award.
- **Established Investigator New to Diabetes Research:** Established investigators with exceptional productivity in fields other than diabetes research who would like to apply their expertise to innovative diabetes-related research topics. Applicants must hold faculty positions and have demonstrated independent productivity. Applicants cannot have previously received national grant support in diabetes research.
Candidates will be identified through institutional nomination; applications will be accepted only from individuals with the appropriate institution support.

Support: Awards provide five years of research support at a maximum of $325,000 per year (including 30% indirect costs), for a total of $1,625,000.

**Crohn’s & Colitis Foundation of America (CCFA)**

Please note letters of intent (LOIs) are now being accepted for the CCFA Fall 2013 review cycle. Letters of intent must be submitted electronically, via the link below, and are due no later than Wednesday, May 1, 2013 at 5PM Eastern. Hard copies of LOIs are not required.

https://proposalcentral.altum.com/default.asp

Those invited to submit full applications must do so no later than **Monday, July 1, 2013 at 5PM Eastern**.

Letters of intent are required for new applications for the Research Fellowship, Career Development and Senior Research Awards. Please note that funding decisions for the Spring 2013 cycle are due to be made in early to mid-May. Resubmitted proposals do not require letters of intent.

Questions:
Joseph O’Keefe, MPA
Director of Grants Administration
jokeefe@ccfa.org
(646) 943-7505

**Clinical Research Career Development Program – K12**

**CALL FOR APPLICATIONS**

**Deadline: Wednesday, May 1, 2013**

The DF/HCC Advisory Committee is currently seeking applicants for the K12 Paul Calabresi Award for Clinical Oncology (PCACO) entitled “Clinical Research Career Development Program.” Funding for two new awardees will be available retroactive to April 1, 2013

The recipients will receive annual salary support of $100,000. Additional funds are provided for the following: (a) research expenses such as supplies, equipment, and technical personnel; (b) tuition, fees and books related to career development; (c) travel to research meetings or training; and (d) statistical services including personnel and computer time.

The recipient must devote a minimum of 75% effort to the Clinical Research Career Development Program.

The program is currently funded through March of 2018 providing up to 5 years of support for awardees.
American Diabetes Association
Pathway to Stop Diabetes Research Awards
Call for Nominations—Now Open!

Pathway is a bold new initiative to radically transform diabetes research. Our vision is simple yet revolutionary: find a new generation of brilliant scientists at the peak of their creativity and equip them with the freedom, autonomy and financial and professional resources to set them on the road to breakthrough discoveries.

Pathway awards will support exceptional, creative scientists: individuals who are early in their diabetes research careers, or who are currently in other disciplines, but are interested in applying their expertise to diabetes research for the first time.

Pathway will provide the means to conduct transformative science, including:

- Substantial, flexible financial support of $1.625M over 5 to 7 years
- Scientific and career mentoring from distinguished leaders
- Networks for collaboration and communication

Pathway awards are by institutional nomination only. Nominations for individuals proposing innovative and transformational basic, clinical, translational, epidemiological or health services research that is relevant to any type of diabetes, diabetes-related disease state or complication are welcomed. Nominations of candidates in diverse disciplines, from medicine, biology and chemistry to engineering, mathematics and physics, are encouraged.

To learn more about the available grant opportunities, and for nomination materials, please go to www.diabetes.org/pathway.

Keystone Symposia Early Career Investigator Travel Awards (ECITA)

Keystone Symposia has now some additional funds for Early Career Investigator Travel Awards (ECITA). These awards are for Assistant Professors from designated URM backgrounds in the U.S., who are “bench” researchers. The purpose is to support their research success by providing funds for them to attend one of the Keystone Symposia research meetings (Up to $1800).

The application may be found on-line at www.keystonesymposia.org/diversity
<http://www.keystonesymposia.org/diversity>  See ECITA.

- There will be (9) awards for the 2013/2014 Keystone Symposia meeting season.
- The applicants must choose a scheduled meeting from March 1, 2013 through February 28, 2014 and have all receipts submitted for reimbursement to Keystone Symposia within 2 weeks post the end of the meeting.
- Reimbursement is only for registration, ground and air transportation, and lodging.
- Applications are reviewed by meeting organizers and the DLSP office.
- Awards are made based on the applicant’s research question and the likelihood of getting the question answered at the meeting selected.
- All awards will be made on a "first come - first served" basis.
- Award Amount: 1,950 USD. This is a reimbursement award - all receipts must be submitted at one time for reimbursement.
- The application process for such awards will open March 1, 2013.
- Click here to download the application.

Applicants MUST be engaged in laboratory research and focused on a career in “bench” research.
Robert Wood Johnson Foundation: Active Calls for Proposals

Robert Wood Johnson Foundation Roadmaps to Health Prize

Deadline: Thu, 23 May 2013
3:00 p.m. ET

Awarded annually to honor outstanding community efforts and partnerships that are helping people live healthier lives, winning communities receive a $25,000 cash prize.

Healthy Eating Research: Building Evidence to Prevent Childhood Obesity-Round 8

Deadline: Wed, 10 Jul 2013
3:00 p.m. ET

HER supports research on environmental and policy strategies with strong potential to promote healthy eating among children to prevent childhood obesity.

Robert Wood Johnson Foundation Health & Society Scholars

Deadline: Fri, 20 Sep 2013
5:00 p.m. ET

This program provides support to postdoctoral scholars to build the nation’s capacity for research and leadership to address the multiple determinants of population health and contribute to policy change.

Open

Changes in Health Care Financing and Organization

Open

HCFO supports research, policy analysis and evaluation projects that provide policy leaders timely information on health care policy, financing and organization issues.

Changes in Health Care Financing and Organization: Small Grants

Open

Small grants: HCFO supports research, policy analysis and evaluation projects that provide policy leaders timely information on health care policy, financing and organization issues.