Dear Grant,

How can I make everyone happy? No matter how hard I try, nothing seems to work...

Advice Column for the Grants Manager

Dear Grant is written by notable columnist Jackie Podger under the pen name Grant X. Pert.
Dear Grant,

I manage awards for five faculty. I have had many discussions with them about effort commitments and effort reporting. I don’t think the message is getting through. One of the faculty has an R01 that started last year. She listed her effort at 65%. She has applied for another R01 that will be funded starting next month with 40% effort. She is also finalizing an industry-funded study where she will direct the project but only charge salary for a post doc. **She doesn’t think she is overcommitted!** I continue to work on the other troubling effort issues and it is now time to review the annual faculty effort certification. The faculty, of course, tell me they are much too busy to be involved. Instead they want me to sign on their behalf. I feel overwhelmed! If only someone would listen to me! Please help!

Signed,
Suffering

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**So many laments...**

✓ How can I give them the latitude they want and meet all the obligations to the funding source?
✓ C’mon “I don’t have **time** for all this oversight!”
✓ What I really need is one grants management system that does everything I need it to do...JUST ONE!
✓ Yes, form IS more important than substance RIGHT NOW!
✓ “Enough!” “I am drowning in paperwork!
✓ **YOU DON’T UNDERSTAND “Grants are not gifts!”**
Is this you?

The Ways Grants Managers Experience Stress:

- Cognitively: muddled thinking
- Emotionally: uncontrolled rages
- Physically: variety of physical maladies
- Behaviorally: excess eating and drinking
Uncontrolled Rages

Physical Maladies
Excessive Drinking

Stress Management for Grants Managers
Botox is not just for women (anymore)
Build Relationships
Learn Grant Manager Speak

- Think: I disagree.
- Say: “That’s very interesting”

- Think: You may be right, but I don’t care.
- Say: “I don’t totally disagree with you”

- Think: “I don’t know what you’re talking about and I don’t think you do either.”
- Say: “Help me understand...”

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Inspirational Readings

WE THE WILLING
LED BY THE UNKNOWING
ARE DOING THE IMPOSSIBLE
FOR THE UGRATEFUL
WE HAVE DONE SO MUCH
FOR SO LONG WITH SO LITTLE
WE ARE NOW QUALIFIED
TO DO ANYTHING
WITH NOTHING
Ninja Rule #44
Don’t Sit When You Need to Stand
BUBBLES
Give Yourself Reasons to Laugh

Important Factors in Stress Management

❖ Are you resilient?
❖ Are you optimistic?
❖ Are you relevant?
YYSSW

Duke University
Symposium for Research Administrators
May 11, 2011

The End