

INSTITUTE FOR
CREATIVITY,
ARTS, AND
TECHNOLOGY

ICAT

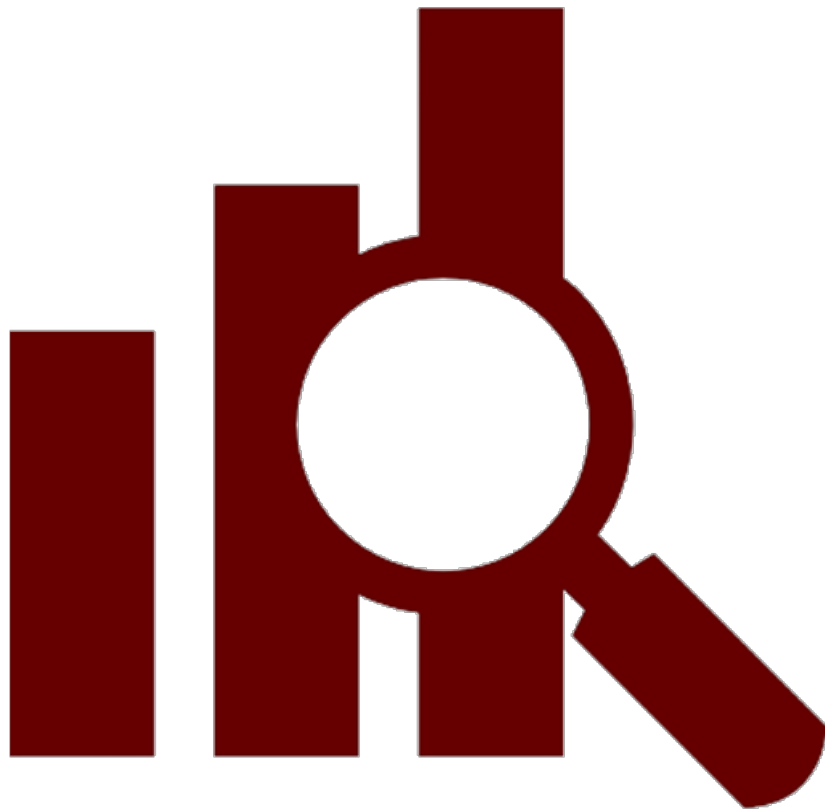





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Situational Analysis





Executive Summary

Our team wants to make your mission to forge a path between transdisciplinary research and artistic output our objective. In regard to ICAT grants, this means increasing awareness and applications. To accomplish this, we have developed steps for success: assess current awareness, make information easily available, improve search engine optimization, target areas on campus to promote the program and track progress.

ICAT has many strengths. It has a strong presence in the Blacksburg community. ICAT hosts many outreach events geared toward educating K-12 students. Many community members attend events at the Moss Arts Center. The Institute regularly updates Facebook and Twitter to promote upcoming events and projects.

The ICAT website offers a lot of information. This is good because the dynamic and innovative projects ICAT is a part of can serve as earned media to build awareness. It can also be a weakness because funding opportunities can get lost within all the other tabs and drop-down menus on the website.

Fortunately, we have found many opportunities to strengthen awareness for your grants. For example, in this case your competitors, listed below, can become your partners. ICAT grant opportunities can easily be added to the platforms Virginia Tech uses to promote other research funding.

After researching these strengths and weaknesses, our strategy for ICAT's success is to enhance ICAT's online presence and create more events geared toward Virginia Tech faculty members. First, ICAT should simplify its website to make information easier to find. Additionally, it should choose words and title strategically in order for ICAT to appear higher on a search engine results page. Once this is accomplished, ICAT can host monthly interest meetings and tours for faculty members to promote the grant program. Is important for ICAT's online presence to be strong because the website and social media will provide supplemental information for events and further promote them to followers. ICAT can also directly target faculty members through VT News and individual college websites – two channels that this audience frequently use. Finally, ICAT should reassess these methods after each semester to measure progress and see what methods are working and what needs improvement.

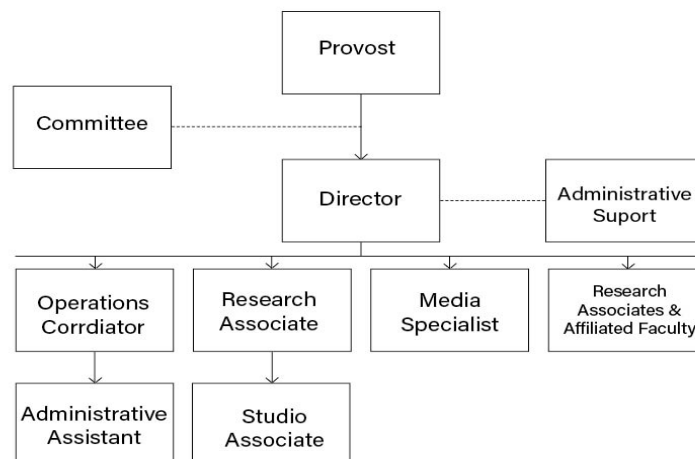
Our team strongly feels that with these easy improvements and implementations, the ICAT grant program will see an increase in applicants.

Introduction and Background

ICAT is a university-level research institute which integrates arts, design, engineering and science. According to a VT News article from November 2010, former university president, Charles Steger, had a desire to strengthen the presence and practice of the arts on campus. Under his leadership, a strategic plan was developed to realize this goal. ICAT's mission is to "forge a pathway between transdisciplinary research and artistic output, scientific commercial discovery and educational innovation" is derived from that plan. It is also one of seven research institutes at Virginia Tech. ICAT partners with the Moss Arts Center to conduct research in several studio spaces. The Cube is an experimental space for research, performance, public engagement and arts. It is an area to observe and get hands on experience. ICAT also supports select research projects through their SEAD (Science, Engineering, Arts and Design) grant program. This funding aids long-term initiatives, large projects and one-time events. Project SEAD has helped fund include Eye of a Tornado, Nature Inspires, History Alive and Maker Camp. Their primary goal is to help students from kindergarten through university to experience the world of science, technology and art. ICAT has profound effects by engaging with local communities, driving economic development in Virginia, and most importantly engaging the minds of students.

Organizational Structure

ICAT is ultimately governed by Virginia Tech. Their personnel consist of a small staff, fellows and faculty affiliates from other organizations. The director, Benjamin Knapp, reports to Thanassis Rikakis, the Virginia Tech provost. ICAT also works closely with the Virginia Tech Arts Policy Board, which provides recommendations, guidance and a master plan for art programs and facilities on campus. Below is an illustration of the organizational structure:





Publics

ICAT has a wide variety of publics. The Moss Arts Center has performances open to all community members. Affiliate organizations include: The Virginia Tech Foundation, The Roanoke Blacksburg Technology Council, The Roanoke Blacksburg Innovation Network, The Corporate Research Center at Virginia Tech, VT Knowledge Works and The National Science Foundation's I-Corps Mid-Atlantic Regional Node/DC I-Corps. ICAT also offers several grants in the arts and sciences. Potential applicants include PK-12 teachers and college students and faculty members in the areas of: design, architecture, behavioral sciences, education, engineering, computer science, human sciences, humanities, social sciences, visual arts and performing arts. For the scope of this campaign graduate students and faculty applying to mini grants are the key publics.

Competition

According to the Office of the Vice President for Research, Virginia Tech uses the search engine GrantForward as their platform to search for funding opportunities for research. It recently replaced the University of Illinois Researcher Information Service (IRIS).


Funding opportunities can also be found on the Limited Submission Calendar. This database contains the sponsored programs, of which Virginia Tech is aware, that have limited the number of allowable pre-proposal submissions from each university or organization. Each college at Virginia Tech posts available grants to their department websites.

Promotional Activities

IDEA Projects- ICAT engages children in the community to promote the development of critical and creative thinking skills in learners of all ages. Additionally, ICAT has worked with Virginia Tech to develop educational kits designed to facilitate critical and creative thinking.

Community Playdates- These events are open discussions of topics and ideas from ICAT, Virginia Tech, and the community. ICAT partners with local programs and businesses to how technology and the arts apply in real-world settings. Past playdates include visits to Design for America, Raspberry Pi and The Brains Behind the Fossils.

Maker Camp- Each summer, ICAT studio welcomes middle and high school-aged students to a week long camp designed to harness students' creativity and



encourage them to act on their curiosity. Campers experiment with sensors, circuitry, robotics, rapid prototyping, and software as they use the design process to create custom musical instruments that responded to motion, sound, and touch sensors.

ICAT Day- This is a once a year celebration of the work of Virginia Tech's Institute for Creativity, Arts, and Technology. These interactive exhibits, workshops, panel discussions, tours, demonstrations, and performances at the Moss Arts Center.

Social Media


Facebook- The ICAT Facebook page has 3,269 followers. The page gives a short description of the Institute, their mission and contact information. News stories about recent projects comprise most posts. The page uses photos to bring interest to posts.

ICAT's Facebook page is very professional, and posts a large variety of information about current ICAT programs. Some suggestions would be to make the Facebook group easier to find by removing the commas. We recommend trying to promote ICAT's Facebook page on other groups relating to ICAT within the Virginia Tech community. By promoting ICAT to other VT groups, users who were uninformed about ICAT can gain more information. We believe this is key for their Facebook group because most of ICAT's content is generated through Facebook.

Twitter- Similarly, the ICAT Twitter page also posts links to news stories and upcoming events. This page has 918 followers.

ICAT's Twitter account is very active, and there are a good number of followers. We feel that though ICAT is posting content there isn't much back and forth activity with other users. It could post information about the grants available and post videos and photos of previous winners and emphasize the prizes, to make Twitter users more inclined to follow. We might also suggest having small prizes for retweets or follows for small challenges. Overall, the channel does a good job of posting a wide variety of content for their followers.

YouTube- ICAT's YouTube link directs users to the VT YouTube page. ICAT should create their own YouTube channel, where it can obtain their own personal following. We believe that this would be a great medium for ICAT to create their own content. ICAT already creates and funds so many unique and interesting programs; many people would be interested. Since ICAT will have



their own YouTube channel it will be able to promote their own content separate from Virginia Tech.

Overall, we believe that all of the social media channels have a good amount of followers, but there isn't much engagement with people who follow ICAT. We would suggest creating more engaging content that entices users to like, follow, or comment. When users engage with ICAT it will show up on their friend's feed, and in return generate more publicity for ICAT. Looking through ICAT's website there were so many interesting programs it was funding that could be shared on social media. ICAT's social media is strong but we believe there is room for improvement.

Website

The ICAT website layout has a responsive design mostly consistent with other Virginia Tech web pages. There is a Virginia Tech banner across the top of the page that links to the VT homepage (vt.edu). There is also a box to search the Virginia Tech website and all its subsidiary pages. Below that is a page specific banner that is different for every page. Under that are the menu tabs and social media links. The bottom right corner features links to sign up for monthly emails, sign up for tours, contact the webmaster and login. The footer uses Veranda typeface that is inconsistent with the rest of the website. It is also difficult to read because of its small size.

About Tab:

- ICAT Overview- There are six boxes on this page. The headings are in various shades of maroon, but they look more pink or plum colored. Headings for these boxes include: Vision, Mission Statement, Process, Goal, Effects, Plans, General Handout and Annual Report. Although nothing in the box is a link, the way the boxes are set up may lead users to believe they are. The links to the general handout and annual report are simple black and white graphics that are not consistent with the rest of the website. The featured annual report is from 2012-2013.
- People- This page features a list of employees along with their photo and contact information.
- Facilities- There are six boxes on this page. The headings are in various shades of maroon, but they look more pink or plum colored. Headings for these boxes include: Moss Arts Center, Living Labs, The Cube, DISIS / DAAS, NuSpark and Forms. Four of the six of the boxes include links to a summary to the respective facility. Two of the boxes include links in the text under the heading instead of having the heading as the link.



Research Tab:


- Projects- This page has a summary of ICAT projects along with what departments collaborated, what area and the date. It is hard to tell if this is supposed to be an archive, an events calendar or a portfolio.
- Funding opportunities- This page has a summary of what ICAT is looking for in terms of research proposals. Below that is a list of research areas ICAT represents. Below the research areas are links to submission forms for the grants
- Blog- This tab leads to ICAT's blog. Most entries relate to ICAT projects. There are text links to ICAT's Twitter and Facebook pages. The only entries are from June 2016.
- CHCI- This tab takes users away from the ICAT website. It leads to The Center for Human Computer Interaction. This program is similar to ICAT, but specifically geared toward interactive computing. It offers money for conferences and graduate research.

Education Tab:

- IDEA Projects- This page summarizes IDEA projects. Each entry includes a photo and link to more information.
- Graduate- This page provides summaries of programs and courses for graduate students.
- IDEA Research- This page has two sections: studios and funding opportunities. Studios gives as short overview of ICAT overall and lists each studio. It also links to a Studios page that contains the same information. Funding opportunities repeats the summary from the funding opportunities tab.
- Undergraduate- This page provides summaries of courses for undergraduate students
- K-12- This page feature programs for K-12 students. Programs have not been updated since 2015.

News & Events Tab:

- ICAT Event Timeline- This page features a horizontal timeline of upcoming events. It has not been updated since December 2014.
- News- This page contains press-release-like news stories about ICAT events. It also has announcements for future events.
- Upcoming Events- This page lists upcoming events.
- Past Events- This page lists past events.
- Photo Gallery- This page contains galleries of photos, mostly from past events. The galleries do not contain any photos. There were mixed results between the team members whether this was caused by the website or the



browser. Some galleries showed the pictures, but others just provided a description of the event and photo credits.

Contact Us Tab:

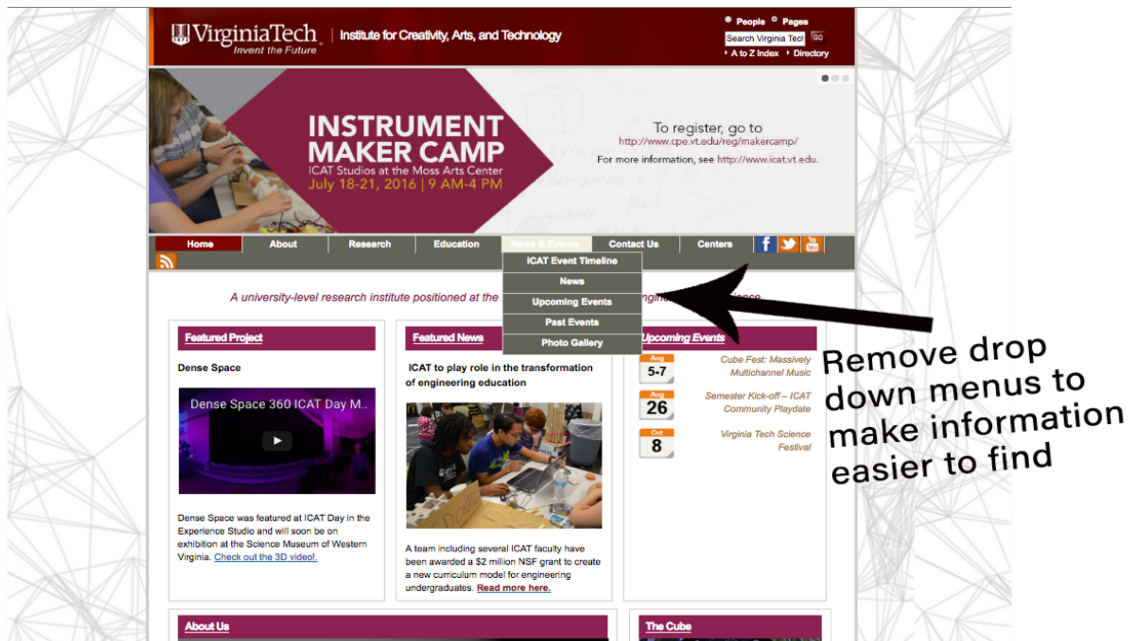
- People – Same as previous page with same title
- Monthly Email- This page is lets users sign up for ICAT's monthly email.
- Facilities Tour- This page is lets users sign up for ICAT's
- Parking- This page contains information about parking at the Moss Arts Center

Centers Tab:

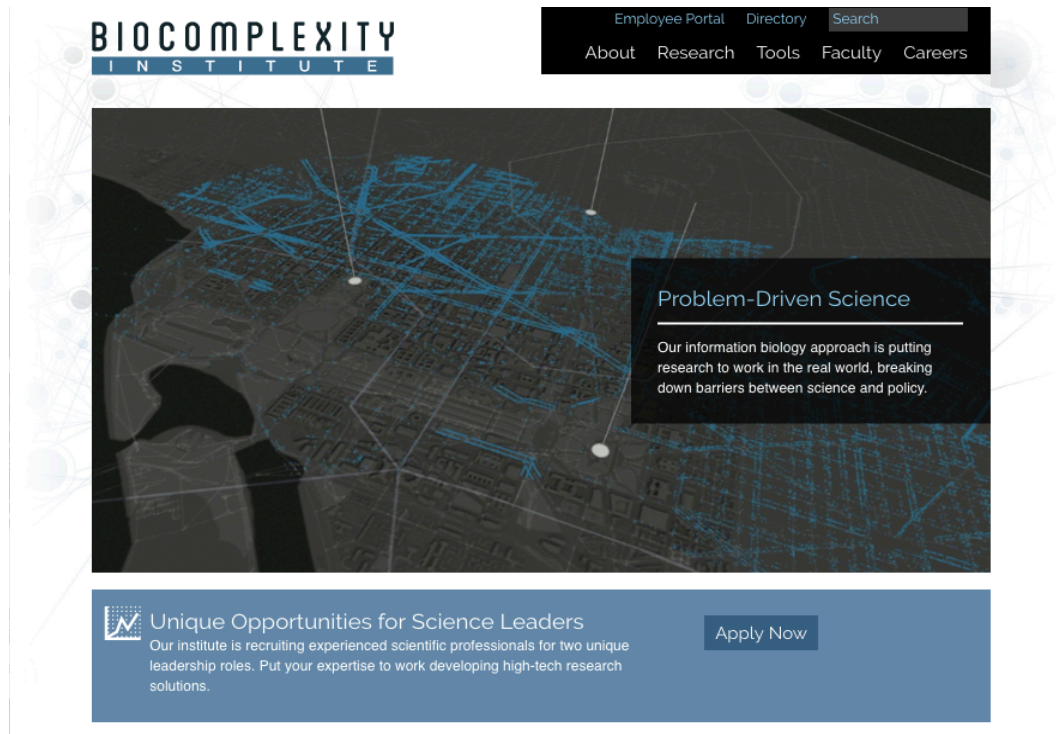
- CHCI- Same as previous page with same title
- VT-STEM- This tab takes users away from the ICAT website. It leads to VT STEM.

We recommend updating the ICAT website before beginning this campaign. With a few easy layout changes, we feel that the improved functionality will increase web traffic. The easier it is for users to navigate through your website, the longer they are likely to stay. In addition, a more visible funding page will naturally get more views. We recommend that you:

- Update organizational structure to reflect personnel changes.
- Consider simplifying your website to make it more functional and user friendly
- Get rid of extra drop down menus.
- Improve photo gallery and fix glitches (some photos do not appear when clicked on and some galleries are completely absent)
- Open links in new tabs to keep users on ICAT website
- Dedicate person to updating website.
- Check with VT branding guidelines to match fonts, colors and logos.
- Spell out names of affiliate organizations (e.g. CHCI) and provide summary of how organizations work with ICAT.
- Give "Funding Opportunities" is own tab and make it the home page.
- Give "Blog" its own tab.
- Ensure all information is up to date
- Build stronger brand identity separate from Virginia Tech



To see an example from a similar organization, we suggest you take a look at the Biocomplexity Institute's website, bi.vt.edu. Notice the simple layout, with a powerful image and cohesive blue theme. It only has five menu tabs, making information easy to find.



Search Engine Optimization

Search engine optimization (SEO) is the process of getting your website to the top of the search results page. Currently, a search for "institute for creativity arts technology" on Google and Yahoo search engines leads to the ICAT website at the top of the results page. A search for "ICAT" on the same search engines leads to many other organizations with the ICAT acronym.

A search for "grants" with the Virginia Tech website does not bring up any of ICAT's grants. A search for "funding opportunities with the Virginia Tech website brings up many web pages where grants are listed, including the Office of Sponsored Programs, Financial Aid and various department pages.



To improve SEO we suggest the following keywords:

Short Keywords

- Architecture grant
- Design Grant
- Behavioral sciences grant
- Education grant
- Engineering grant
- Computer science grant
- Human sciences grant
- Humanities grant
- Social sciences grant
- Visual arts grant
- Performing arts grant
- Engineering grant
- ICAT VT
- ICAT
- ICAT Blacksburg
- ICAT Virginia Tech
- Art department
- Creativity arts and technology
- VT grants
- VT grant
- Virginia Tech grant
- Technology funding Blacksburg

Long-Tail Keywords:

- Best funding for research in Virginia
- Where to apply for grants at Virginia Tech
- Where to apply for grants VT
- Grant research funding
- Easiest way to apply for research funding VT
- Easiest way to apply for research funding Virginia Tech
- ICAT rfp

To get the visitors include the right publics, ICAT needs to attract faculty and staff that are interested in funding. We need statistics that show correlation between what keywords are leading to guests visiting the RFP form (get from client's web server) specific when faculty and staff are inquiring about research opportunities.

Contact whoever is in charge of their web server (Milestone, Oracle, etc.) to see what PPC web tags are leading to website visitors clicking on the RFP forms.

What keywords are generating the most RFPs (Request for Proposals)?

Invest in keywords related to generating for RFP requests.

Critical SEO Research process:

- Use keyword explorer to see how well the keywords we choose will rank
- Determine budget and predict what the campaign cost will be
- Use website such as www.moz.com to do SERP analysis on the keywords we want to use
- Volume: How many times a particular keyword is searched each month
- Opportunity: Score from 0-100 of a relative click-through web result rate
- Difficulty: Score from 0-100 of how difficult it will be to rank above competitors
- Potential: Score from 0-100 of how much potential the webpage you're trying to promote has.

Research

More research is needed to determine what employees currently know about ICAT's grant program. We recommend implementing a survey to do this. A sample survey can be found in the appendix on page 48.

Fund Your Imagination Campaign





Goal Statement

Our Goal is to help Virginia Tech faculty members participate in the creative process by raising awareness about the multiple grant opportunities given by The Institute of Creativity, Arts, and Technology. The campaign will raise the physical and social media presence of ICAT in a clear manner to inform faculty in the related colleges of architecture and urban studies; engineering; liberal arts and human sciences; science and graduate school.

Objectives

We have come up with several measurable objectives to help you reach this goal.

- Initially measure awareness of ICAT and their grants
- Improve ICAT Google ranking to No 3 by the end of 2017
- Increase ICAT Facebook and Twitters followers by 1,000 by the end of 2017.
- Increase mini grant applicants by 30 percent by the end of 2017.
- Increase number of visitors to ICAT funding page by 1,500 by the end of 2017.

Campaign Strategies

Our team has developed several strategies to meet our goal in a way that is consistent with what we have seen in other ICAT programs and your web presence.

1. Implement random sample survey of Virginia Tech Faculty. By completing a survey, we will get a grasp of how many people are aware of the grants ICAT has to offer, and further target audiences and channels to reach them. As stated in the situational analysis, implementing this survey will give you a better sense of your starting point – who to target and how to reach them.
2. Use keyword explorer to test keywords for their level of difficulty and potential. Using specific terminology in your web content that matches what your publics are likely to search for will increase your ranking on Google and Yahoo. There are professional services that will work with you to determine what these keywords are. Our team called a company and got pricing estimates of how much it would cost to invest in PPC (pay per click). The numbers in the implementation plan show rough estimates for investing in PPC for Google, Yahoo and Bing. Our team implemented long tail and short tail keywords to optimize SEO.


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3. Add ICAT grant to existing platforms for more exposure. The more exposure ICAT grant information receives, the more likely faculty members will be able to recall that information. These platforms include an email list, the GrantForward search engine and individual Virginia Tech college websites.
 4. Hold monthly interest meetings. This will keep your program in the minds of your public. It will also allow you to capture information of the attendees, for example with a sign in sheet, to send follow up emails. Promote the meetings on the ICAT website and create Facebook event. Through ICAT's Facebook we would create an event, where people interested in the grant information could attend. By creating a Facebook event we can meet face to face with the people interested and maybe even host prizes for the people attending to create more incentive.
 5. Create news release for VT NEWS. This will help catch the attention of a broader audience. According to the human resources department at Virginia Tech, most information is distributed to employees via email and VT News. Use these platforms to distribute promotional materials.
 6. Email Departments about adding grant information to their website. Many faculty members search the VT college websites for funding opportunities. This is where they already know to look.
 7. Invite Faculty to Living Labs. Let your projects do the work for you. ICAT has many innovative and interesting projects, of which any member of a research university would love to take part. Give them a taste of what they could create.

Timeline

The purpose of the timeline is help organize dates in an efficient manner for this campaign. We chose to start in January because this is the beginning of a new year and a new semester. The start of a new semester is a good time to make announcements and share information. We also suggest evaluation this campaign plan after every semester to see what has been achieved. The good thing about our objectives is that they are measurable, which means you should be able to look quantify your progress. Please keep in mind the calendar provided is merely a suggestion on when to complete certain tasks.

Sample Evaluation Questions:

- Was ICAT able to measure the initial level of awareness of ICAT and their grants?
- Did ICAT improve Google ranking to No 3 by the end of 2017?
- Did ICAT increase Facebook and Twitters followers by 1,000 by the end of 2017?

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- Did ICAT increase mini grant applicants by 30 percent by the end of 2017?
 - Did ICAT increase number of visitors to ICAT funding page by 1,500 by the end of 2017?

Plan

Our team wanted to present a low budget, flexible plan for ICAT to mold as to their brand. The grant deadlines are the most significant dates on the calendar since they are not subject to change and other events revolve around the last date of the month. There are events which occur only once per semester such as asking VT News to post articles about grant opportunities. However, there are monthly events that occur such as monthly interest meetings to inform potential grant applicants, Mini Grant Monday where we would post reminders and updates on grant information, and distribution of updated flyers. Remember that many of these dates are subject to change with ICAT's discretion, except for the grant deadline. Also a reminder that ICAT is always evolving and dates can be added or removed from the calendar with the upcoming year.

Perspective

Throughout our research, we have found an abundance of positive impacts created by ICAT. By following the calendar provided, we believe that there will be a greater increase in grant applications. As we message significant faculty member and relevant colleges we can spread awareness to a broader audience. Programs we have created such as the Monthly Interest Meeting and Mini Grant Monday will keep potential applicants informed and involved.

January 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
		Make updates to website	Make updates to website	Make updates to website	Make updates to website	
8	9	10	11	12	13	14
15	16	17	18	19	20	21
	Add grants to Grant Forward & Email colleges to post grants on website	Message Beth Tranter to create email schedule for grants	Ask VT News to post an article about grant opportunities	Send Invites to departments for tours and meetings at Living Labs	Distribute Flyers	
22	23	24	25	26	27	28
	Monthly Interest Meeting & Mini Grant Monday					
29	30	31				
		Grant Deadline				
		Notes:				

February 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
					Distribute Flyers	
5	6	7	8	9	10	11
	Mini Grant Monday					
12	13	14	15	16	17	18
	Monthly Interest Meetings					
19	20	21	22	23	24	25
26	27	28				
		Grant Deadline				
Notes:						

March 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
					Distribute Flyers	
5	6	7	8	9	10	11
	Mini Grant Monday					
12	13	14	15	16	17	18
	Monthly Interest Meetings					
19	20	21	22	23	24	25
26	27	28	29	30	31	
					Grant Deadline	
		Notes:				

April 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
	Mini Grant Monday				Distribute Flyers	
9	10	11	12	13	14	15
	Monthly Interest Meetings					
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	Notes					
Grant Deadline						

May 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
					Distribute Flyers	
7	8	9	10	11	12	13
	Monthly Interest Meetings					
14	15	16	17	18	19	20
	Mini Grant Monday					
21	22	23	24	25	26	27
28	29	30	31			
			Grant Deadline			
		Notes:				

June 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
					Distribute Flyers	
4	5	6	7	8	9	10
	Mini Grant Monday					
11	12	13	14	15	16	17
	Monthly Interest Meetings					
18	19	20	21	22	23	24
25	26	27	28	29	30	
					Grant Deadline	
	Notes:					

July 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
	Mini Grant Monday				Distribute Flyers	
9	10	11	12	13	14	15
	Monthly Interest Meetings					
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	Notes:				
	Grant Deadline					

August 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
		Add grants to Grant Forward & Email colleges to post grants on website	Message Beth Tranter to create email schedule for grants	Ask VT News to post an article about grant opportunities	Send invites to departments (tours, meetings) & Distribute flyers	
20	21	22	23	24	25	26
	Monthly Interest Meeting & Mini Grant Monday					
27	28	29	30	31		
				Grant Deadline		
		Notes:				

September 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
					Distribute Flyers	
3	4	5	6	7	8	9
	Mini Grant Monday					
10	11	12	13	14	15	16
	Monthly Interest Meetings					
17	18	19	20	21	22	23
24	25	26	27	28	29	30
						Grant Deadline
	Notes:					

October 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
					Distribute Flyers	
8	9	10	11	12	13	14
	Mini Grant Monday					
15	16	17	18	19	20	21
	Monthly Interest Meetings					
22	23	24	25	26	27	28
29	30	31				
		Grant Deadline				
	Notes:					

November 2017

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
					Distribute Flyers	
5	6	7	8	9	10	11
	Mini Grant Monday					
12	13	14	15	16	17	18
	Monthly Interest Meetings					
19	20	21	22	23	24	25
26	27	28	29	30		
				Grant Deadline		
	Notes:					

December 2017

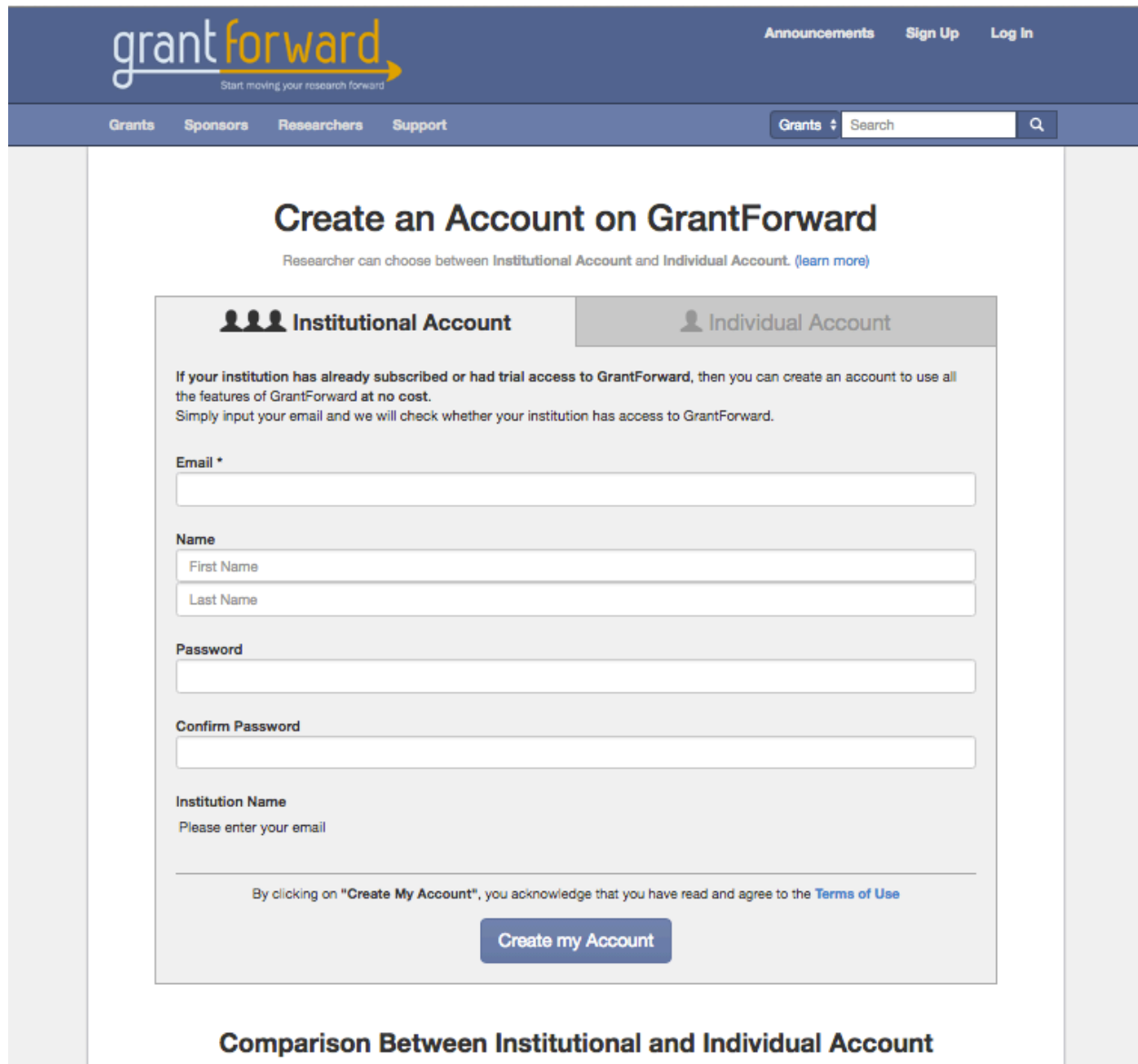
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
					Distribute Flyers	
3	4	5	6	7	8	9
	Mini Grant Monday					
10	11	12	13	14	15	16
	Monthly Interest Meetings					
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31		Notes:				
Grant Deadline						

Budget

Fund Your Imagination Campaign Budget	
Item	Cost
GrantForward account	\$0
Add ICAT grants to email list	\$0
Interest meeting invitation	Choose between the free option of sending an online invitation or printing paper ones. Printing would cost about \$7.00 for 10 at a website like Vista Print. The more you order, the cheaper the price.
News Release	\$0
Posting on college websites	\$0
Monthly interest meeting	This event can be free or cost a few dollars depending on how much promotional material you print for participants. Flyers for the event can be posted digitally on TV monitors and the ICAT website.
Mini Grant Monday	\$0
HootSuite account	The individual account is free, but has several limitations. The pro account is \$10/per month. University Relations was unsure what the cost would be when it implements an enterprise account for the whole university
SEO	This can be free if you choose to only implement strategic keywords. If you choose to use an SEO company, the price would range from \$400-\$1000/per month depending on what level of service you choose.
Promotional Content	Our strategies involve only digital content, however all the materials can be printed as well. Twenty five flyers, for example, would cost about \$15 at a website like Vista Print.

Implementation Plan

1. Grant Forward is a grant search service that includes more than 14,000 funding opportunities. Virginia Tech recently adopted this platform as a replacement for the University of Illinois Researcher Information Service. To add ICAT grants to this platform, visit www.grantforward.com/signup. There should be no cost to create an account because Virginia Tech has already subscribed.



The screenshot shows the GrantForward website's account creation page. The header includes the GrantForward logo with the tagline 'Start moving your research forward', and navigation links for 'Announcements', 'Sign Up', and 'Log In'. Below the header is a secondary navigation bar with 'Grants', 'Sponsors', 'Researchers', and 'Support', along with a search bar. The main content area is titled 'Create an Account on GrantForward' and includes a sub-note: 'Researcher can choose between Institutional Account and Individual Account. (learn more)'. Two tabs are visible: 'Institutional Account' (selected) and 'Individual Account'. The Institutional Account section contains the following text: 'If your institution has already subscribed or had trial access to GrantForward, then you can create an account to use all the features of GrantForward at no cost. Simply input your email and we will check whether your institution has access to GrantForward.' The form fields include: 'Email *' (a single text box), 'Name' (split into 'First Name' and 'Last Name' text boxes), 'Password' (a single text box), 'Confirm Password' (a single text box), and 'Institution Name' (a text box with the placeholder 'Please enter your email'). Below the form is a disclaimer: 'By clicking on "Create My Account", you acknowledge that you have read and agree to the Terms of Use'. A blue 'Create my Account' button is at the bottom of the form. Below the form, the heading 'Comparison Between Institutional and Individual Account' is visible.

Create an Account on GrantForward

Researcher can choose between Institutional Account and Individual Account. ([learn more](#))

Institutional Account

If your institution has already subscribed or had trial access to GrantForward, then you can create an account to use all the features of GrantForward at no cost. Simply input your email and we will check whether your institution has access to GrantForward.

Email *

Name

First Name

Last Name

Password

Confirm Password


Institution Name

Please enter your email

By clicking on "Create My Account", you acknowledge that you have read and agree to the [Terms of Use](#)

Create my Account

Comparison Between Institutional and Individual Account



2. Beth Tranter, associate vice president for research planning, sends weekly email campaigns to faculty regarding research funding opportunities. Send her the details of your grants and she will create an email schedule for them. You might also consider attaching the flyer and infographic for visual appeal.

Sample Email:

Beth,


Thank you for your continuing work on research initiatives at Virginia Tech. The Institute for Creativity, Arts, and Technology (ICAT) works similarly to promote research by forging a path between transdisciplinary research and artistic output, scientific commercial discovery and educational innovation.

As such, we offer several SEAD grants to encourage creative projects. Our mini grant of \$3,000 is offered to monthly. We would greatly appreciate your help promote this grant by adding our grant opportunities to your email list. The mini grant deadline is the last day of each month. Details about the grant can be found below:

SEAD (Science, Engineering, Art, and Design) Mini Grant

From smart phones to automobiles, understanding the human genome to exploring social networks, scientific and technological innovation is the result of the work of not just scientists and engineers, but artists and designers as well. The challenges of the 21st century demand creative processes that stem from the realization that design, aesthetic, and technological development have become symbiotic. In order to foster this kind of transdisciplinary research, the Institute for Creativity, Arts, and Technology (ICAT) invites applications for small projects that are creative, innovative and show a strong potential for contribution toward the goals of ICAT. These funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies, or preliminary research. It is expected that the projects funded by the SEAD grants will help catalyze larger projects (with possibilities for future funding), long term initiatives, or one-time events, performances and exhibitions that are visible at the national level.

- Open to faculty interdisciplinary teams

- 
- Amounts up to \$3,000 (approximately one team will be selected)
 - Submission deadline is the last day of each month (5:00pm EST)
 - Awards will be announced no longer than 30 days from submission.

Visit www.icat.vt.edu/funding to apply.

Contact:
ljansen@vt.edu

Maximum Value:
3 000.00

Restrictions:
Faculty

Thank you for your assistance. Please let me know if you need more information.

Kind regards,
[Signature]

3. Invite Virginia Tech faculty to host meetings at Living Labs. They will conduct regular business, followed by a tour, and maybe even demonstrations. This will be an event similar to ICAT day, but geared more toward showing off ICAT-funded projects such as CaSPER or 3D Model Organic Surfaces (the more interactive the better). The goal of hosting these meetings is to publicize your grant opportunities specifically to your target audience while inspiring faculty with past ideas.

Meeting Invitation:

ATTENTION FACULTY

ICAT CORDIALLY INVITES YOU TO OUR LIVING LABS

The Institute for Creativity, Arts, and Technology (ICAT), invites you to host your next faculty meeting in our state of the art facilities as part of our Fund Your Imagination campaign.

ICAT would love the opportunity to welcome you to our home and tell you more about our SEAD grant opportunities.

Get out of your classrooms and into a fresh, innovative environment that will inspire you to bring your ideas to life.

Once you are finished with staff business, please join us in a tour of our facilities and demonstrations of past ICAT projects.

Please contact Holly Williams at hmccall@vt.edu to book your meeting with us at Living Labs.



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 VirginiaTech

4. According to the human resources department, VT News is the second most common way to distribute information to Virginia Tech employees after email. Write a news release for your website to promote the mini grant. Send an email to the communications manager with the link to the news release and any other related content asking them to post an article in VT News.

Sample News Release:

FACULTY INVITED TO LIVING LABS


BLACKSBURG, Va. – The Institute for Creativity, Arts and Technology (ICAT) would like to extend an invitation to all departments to host your next faculty meeting at our Living Labs facilities. This state-of-the-art theatre and laboratory, located in the Moss Arts Center, is an excellent illustration of how ICAT works to combine science and the arts. Conduct your business at a fresh, inspiring location. Afterward, stick around for a tour of our facilities and learn for about our SEAD grants for Virginia Tech faculty members.

These meeting tours come as part the Fund Your Imagination campaign – ICAT’s renewed effort to promote our mini grants. Each month ICAT offers up to \$3,000 to deserving to deserving transdisciplinary teams. This is in addition to the \$25,000 grant offered yearly. We encourage applications for small projects that are creative, innovative and relate to our goals. Funds can be used to pursue a range of activities including creative projects, pilot studies, feasibility studies or preliminary research. In the past ICAT has funded original projects such as the [CaSPER \(Cable Suspended Performance and Entertainment Robot\) system and Cloud](#).

We also invite everyone to attend our monthly interest meetings. These are held on the second Monday of each month. Please check our website for more details on times and location.

We hope that meeting in our facilities will motivate faculty to begin your own cutting edge project, and ICAT wants to be a part of it. Let us fund your imagination. Please visit icat.vt.edu for more details. Contact Holly Williams to book your meeting at Living Labs.

Contact: Susan Bland
subland@vt.edu
(540)231-1986



5. Email to each relevant college asking them to post ICAT grants on their department website. The College of Liberal Arts and Human Sciences, for example, already posts several funding opportunities.

College of Science email:

Send to: Steven Mackay, Communications Director, smackay@vt.edu
CC: Randy Heflin, Associate Dean for Research and Graduate Studies,
rheflin@vt.edu Webmaster, coswebmaster@vt.edu

Dear Steven,


The Institute for Creativity, Arts and Technology (ICAT) recognizes the potential for a partnership with the College of Science in our mission to forge a pathway between transdisciplinary research and artistic output, scientific and commercial discovery, and educational innovation.

ICAT offers a SEAD grant of up to \$3,000 monthly to transdisciplinary teams of Virginia Tech faculty members. This is in addition to our yearly grant of \$25,000. Funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies or preliminary research. We encourage applications that involve one or more of the university's three land grant university missions: discovery, learning and engagement.

ICAT would love the opportunity to assist your staff bring their ideas to life. For this reason, we ask that you promote our funding opportunities on your website, TV monitors and anywhere else you think would make a good fit.

Attached are promotional materials for your use. More information about our funding opportunities can be found at icat.vt.edu/funding. We look forward to working with you in the future.

Kind regards,
[Signature]



College of Architecture and Urban Studies email:

Send to: Katie Gehrt, Public Relations, kgehart@vt.edu

CC: R. P. Schubert, Associate Dean for Research and Graduate Studies,
silver@vt.edu

Dear Katie,

The Institute for Creativity, Arts and Technology (ICAT) recognizes the potential for a partnership with College of Architecture and Urban Studies in our mission to forge a pathway between transdisciplinary research and artistic output, scientific and commercial discovery, and educational innovation.

ICAT offers a SEAD grant of up to \$3,000 monthly to transdisciplinary teams of Virginia Tech faculty members. This is in addition to our yearly grant of \$25,000. Funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies or preliminary research. We encourage applications that involve one or more of the university's three land grant university missions: discovery, learning and engagement.

ICAT would love the opportunity to assist your staff bring their ideas to life. For this reason, we ask that you promote our funding opportunities on your website, TV monitors and anywhere else you think would make a good fit.

Attached are promotional materials for your use. More information about our funding opportunities can be found at icat.vt.edu/funding. We look forward to working with you in the future.

Kind regards,
[Signature]



College of Engineering Email

Send to: Lindsay Haugh, Communications Director, lhaugh@vt.edu
CC:Walter Lee, Associate Dean for Research and Graduate Studies,
walterl@vt.edu
Jeff Phillips, Webmaster, jphillips@vt.edu

Dear Lindsay,


The Institute for Creativity, Arts and Technology (ICAT) recognizes the potential for a partnership with The College of Engineering in our mission to forge a pathway between transdisciplinary research and artistic output, scientific and commercial discovery, and educational innovation.

ICAT offers a SEAD grant of up to \$3,000 monthly to transdisciplinary teams of Virginia Tech faculty members. This is in addition to our yearly grant of \$25,000. Funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies or preliminary research. We encourage applications that involve one or more of the university's three land grant university missions: discovery, learning and engagement.

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Kind regards,
[Signature]



College of Liberal Arts and Human Sciences

Send to: Paula Byron, Marketing and Communications Director, pbyron@vt.edu
CC: Tom Ewing, Associate Dean for Research and Graduate Studies,
etewing@vt.edu
Jesse Sherman, Web Administrator, jesherm1@vt.edu

Dear Paula,

The Institute for Creativity, Arts and Technology (ICAT) recognizes the potential for a partnership with the College of Liberal Arts and Human Sciences in our mission to forge a pathway between transdisciplinary research and artistic output, scientific and commercial discovery, and educational innovation.

ICAT offers a SEAD grant of up to \$3,000 monthly to transdisciplinary teams of Virginia Tech faculty members. This is in addition to our yearly grant of \$25,000. Funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies or preliminary research. We encourage applications that involve one or more of the university's three land grant university missions: discovery, learning and engagement.

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Kind regards,
[Signature]

6. Monthly Interest Meeting. Hold a monthly meeting to give interested parties for information about grant opportunities. Have them sign in so that you have their contact information for future email campaigns. We suggest the second Monday of every month so that participants have enough time to apply before the end of the month deadline. If you wish to change this time, please remember to amend the date in other promotional materials. Promote this event on your website and social media channels.

Sample Interest Meeting flyers:



ICAT Grant Interest Meeting

HAVE AN IDEA? LET US FUND YOUR IMAGINATION

Join the Institute for Creativity, Arts, and Technology (ICAT), at one of our monthly interest meetings to learn how you can bring ideas like the CaSPER robot (pictured above) to life.

From smart phones to automobiles, understanding the human genome to exploring social networks, scientific and technological innovation is the result of the work of not just scientists and engineers, but artists and designers as well. The challenges of the 21st century demand creative processes that stem from the realization that design, aesthetic, and technological development have become symbiotic.


In order to foster this kind of transdisciplinary research, ICAT invites applications for small projects that are

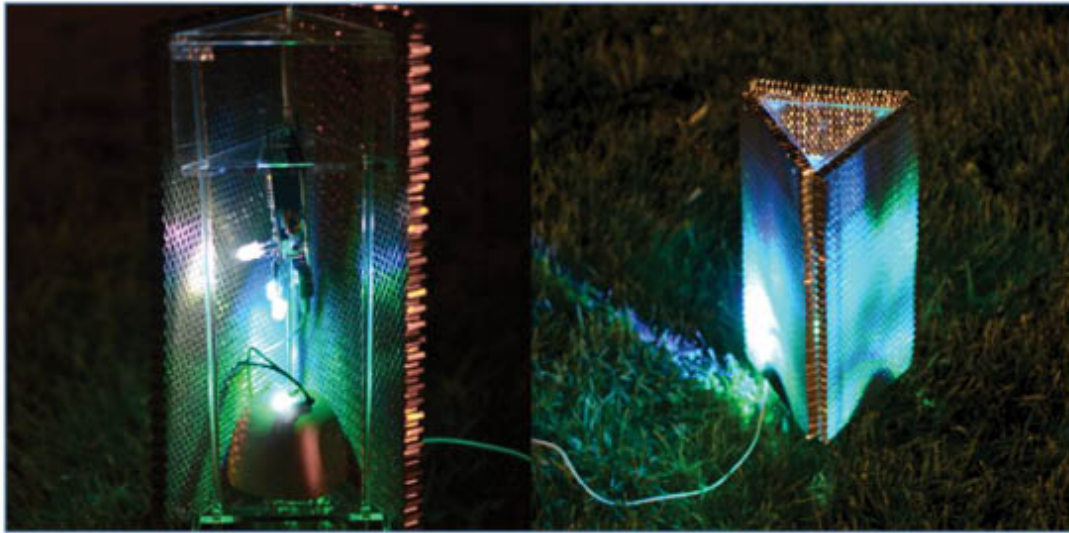
creative, innovative and show a strong potential for contribution toward the goals of ICAT. These funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies, or preliminary research.

Interest meetings are held the 2nd Monday of every month. Visit icat.vt.edu for more details. Let ICAT fund your imagination.

INSTITUTE FOR
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 VirginiaTech



ICAT Grant Interest Meeting

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Interest meetings are held the 2nd Monday of every month. Visit icat.vt.edu for more details. Let ICAT fund your imagination.



 VirginiaTech

Sample Facebook event:

FUND YOUR IMAGINATION

Grant Interest Meeting

13 FEB

Private · Hosted by Janet Kay Ferguson

Monday, 13 February 2017 at 20:00

Moss Arts Center, Virginia Tech
190 Alumni Mall, Blacksburg, Virginia 24061

Join the Institute for Creativity, Arts, and Technology (ICAT), at one of our monthly interest meetings to learn how you can bring ideas like the CaSPER robot (pictured above) to life.

From smart phones to automobiles, understanding the human genome to exploring social networks, scientific and technological innovation is the result of the work of not just scientists and engineers, but artists and designers as well. The challenges of the 21st century demand creative processes that stem from the realization that design, aesthetic, and technological development have become symbiotic.

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Interest meetings are held the 2nd Monday of every month. Visit icat.vt.edu for more details. Let ICAT fund your imagination.

You can invite guests even if they're not on Facebook. Invite by email or text.

Write Post | Add Photo/Video | Create Poll

1 going, 0 maybe, 0 invited

Message Guests

INVITE FRIENDS

+ Add friends to this event

Sherry Lynn Duncan, Timothy Ferguson, Cara Owens

Bassem Youssef: "The Jok..."
18 September at Moss Arts ...
Comedy · 91 guests
Interested · Going

Opera Roanoke: "South Pa..."
12 October at Moss Arts Ce...

7. “Mini Grant Monday” Post reminders, updates and fun facts about projects throughout the month. Use the hashtag #FundYourImagination to organize posts within this campaign.

You can use a social media management platform, such as HootSuite to schedule out posts in advance. According to Jordan Fifer at University Relations, Virginia Tech has been using HootSuite for a number of years and are pleased with their service. University Relations currently use a “Pro” level account, which only allows a limited number of users and social media profiles. Check with University Relations before implementing this service because the department is actively working to get the “Enterprise” level, which will allow the University Relations to offer this service to other organizations within the university. If ICAT wants an individual account you would choose between “Free” and “Pro.” For the free account we recommend setting up a specific shared email address, such as ICATsocialmedia@vt.edu, because only one user is allowed.

The screenshot displays the Hootsuite website's pricing section. At the top, the Hootsuite logo is on the left, and navigation links for 'Products', 'Plans', and 'Education' are in the center. On the right, there are 'Sign Up' and 'Log In' buttons. Below the navigation, three pricing plans are presented in columns: 'Free', 'Pro', and 'Business'. Each plan has a blue header with its name and a description of its target audience. The 'Free' plan is for individuals, 'Pro' is for entrepreneurs, and 'Business' is for small businesses. Each plan lists its features, such as the number of social profiles, analytics reports, and message scheduling capabilities. The 'Pro' plan includes a 'Free 30-day trial' badge. At the bottom of each plan, there is a green button to 'Get Started'. The 'Pro' plan also shows a price of '\$9.99/mo, billed annually'.

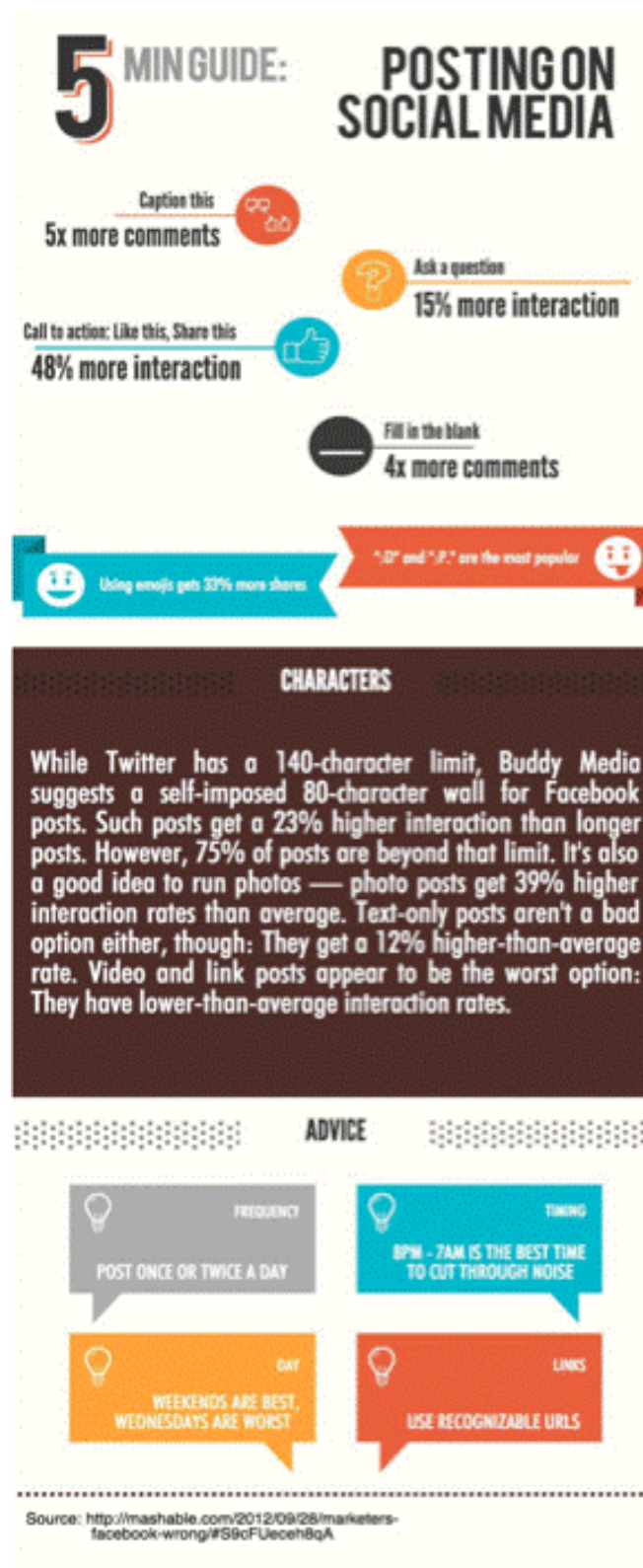
Free	Pro	Business
For: Individuals looking to try Hootsuite to get more out of social media	For: Entrepreneurs, owners & consultants that want to maximize their time on social	For: Small businesses & agencies that need one platform for their teams to manage social media
You get basic features:	You get all Free features, plus:	You get all Pro features, plus:
<ul style="list-style-type: none">3 Social ProfilesBasic Analytics ReportsMessage Scheduling	<ul style="list-style-type: none">Up to 50 Social Profiles1 Enhanced Analytics ReportBulk Message Scheduling1 user included, up to 10Access to Premium Apps	<ul style="list-style-type: none">Up to 50 Social ProfilesReal-time AnalyticsPublishing approvalsStarting at 5 users6 Social Campaign Templates (5 - 10 users)Social Media CertificationVanity URL24/7 Priority SupportCustom Set-up & training
Get Started-Free	Start Your 30-Day Free Trial \$9.99/mo, billed annually	Get Started Now

With HootSuite you can bulk schedule posts on multiple social media channels, to include Facebook, Twitter, LinkedIn, Instagram and YouTube. A posting calendar can be created in Excel in the form of a .csv file.

Sample Posting Calendar:

	A	B	C	D
1	1/16/17 7:25	Welcome back to campus! Apply for Grants Now!	facebook.com	
2	1/17/17 7:25	Welcome back to campus! Apply for Grants Now!	twitter.com	
3	1/23/17 7:25	Check out our Flyers around Campus!	facebook.com	
4	1/23/17 7:25	Check out our Flyers around Campus!	twitter.com	
5	1/23/17 7:25	Learn more about ICAT Grants! Come to our meeting tonight!	facebook.com	
6	1/23/17 7:25	Learn more about ICAT Grants! Come to our meeting tonight!	twitter.com	
7	1/24/17 7:25	Don't forget the grant deadline is on January 31!	facebook.com	
8	1/24/17 7:25	Don't forget the grant deadline is on January 31!	twitter.com	
9				
10				
11				
12				
13				
14				
15				

Additionally, we have compiled some posting tips for the future in this infographic:



8. SEO Estimated Pricing and Strategy

The Excel chart is an example that ICAT could use to track how many visitors the ICAT website receives each month. ICAT already uses a web service since it has a domain name. ICAT's web provider can provide data on many visitors they get each month. The web provider can also to give ICAT a report each month on where visitors are clicking. The chart provides a rough estimate how much investing in better SEO would cost and lets ICAT track its progress with its own system. ICAT can also take the data from their current service, and input the information the Excel formula, which adds and subtracts relevant cells together to calculate percentages and monthly totals. The cost depends on how many visitors their website gets each month so the below numbers are made up and very rough estimates. However, the costs under CPC (cost per click) are not far from accurate.

Google Estimated PPC Summary - ICAT						
Ad Group	Clicks	Cost	CPC	Impressions	CTR	RFP. Clicks
Brand - ICAT	500	\$1,053.53	\$2.11	9,241	5.41%	
Virginia Tech ICAT	200	\$212.51	\$1.06	11,426	1.75%	
Brand - VT ICAT	100	\$162.73	\$1.63	1,912	5.23%	
Grant Application	500	\$167.06	\$0.33	365	136.99%	
VT Grants	100	\$96.91	\$0.97	1410	7.09%	
Virginia Tech Grant	50	\$55.69	\$1.11	974	5.13%	
Technology Funding VT	0	\$0.00	-	0	-	
Best funding for research	0	\$0.00	-	0	-	
Monthly Total	1,450	\$1,748.43	\$1.21	25,328	5.72%	0
Monthly 2016 (YoY)	1,364	\$1,243.17	\$0.91	17,818	7.66%	282
% Change	6%	41%	32%	42%	-25%	-100%

Yahoo/Bing Estimated PPC Summary - ICAT						
Ad Group	Clicks	Cost	CPC	Impressions	CTR	RFP. Clicks
Brand - ICAT	500	\$218.16	\$0.80	5,000	10.00%	152
Brand - VT ICAT	100	\$92.88	\$0.93	2,000	5.00%	29
Monthly 2016 Total	600	\$311.04	\$0.52	7,000	8.57%	181
Monthly 2015 (YoY)	402	\$238.40	\$0.59	2,280	17.63%	113
% Change	49%	30%	-13%	207%	-51%	60%

What we suggest:

- Implementation of long-tail keywords
 - We ran general searches for "ICAT", "Grants" and other common words people would use to search Google, Yahoo, Bing, etc. for research funding opportunities.
 - Someone who already knows about ICAT and its location aren't the consumers we are trying to reach online
 - The keywords we need to focus on are words people new to research funding and are looking at it online for the first time.
- We did general searches for research funding, grants, even the word ICAT
 - Overall, ICAT is the number 6 and 7 search result on yahoo and google (most widely used search engines is why we used those engines)
- Since the competitive level is moderately high, increasing ICAT's ranking to number 1 or 2 would be very costly and difficult if we used short tail keywords which is why we suggest long tail keywords
 - Short tail keywords are most commonly used in search engines. Since they are so commonly used, it would cost a lot of money to attempt to get ICAT to the top.
 - Long-Tail keywords are tailored to more specific searches. Users looking to fund specific grants will type in specific words, for example: "research funding for electrical engineering research"
 - A long-tail keyword like the example above is not commonly used thus making it less expensive
 - This not only is less expensive but is more effective. A user typing in that keyword into Google or yahoo is obviously ready to apply for a grant and those are exactly the kind of people we want to target.
- What long-tail keywords should ICAT use?
 - After you get survey results back, you can then tell what departments are interested in grant research. We can then take those results and turn them into long-tail keywords. For example: if we find that the architecture department has been heavily looking for research opportunities, we would strongly focus on that department.
 - We would invest in a long-tail keyword such as: "architecture research funding blacksburg va"

9. Promotional Content

** Please note that ICAT project photos will need to be replaced with higher resolution versions before printing. All source files are available in the ICAT Campaign folder.



ICAT Institute for Creativity, Arts & Technology

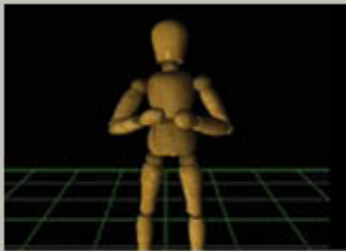
- 1 Visit: www.icat.vt.edu/funding to learn about funding opportunities
- 2 Select from possible grant opportunities
- 3 Apply & start your project!

Learn More: (540) 231-1318 or www.icat.vt.edu

The graphic features a dark red background with a large, stylized white 'V' on the right side. A cartoon turkey is perched on the 'V'. The text is in a serif font, with 'ICAT' in a large, bold, orange font. The steps are numbered 1, 2, and 3 in white circles. The contact information is at the bottom in a white serif font.



How to Apply for an ICAT Grant



From smart phones to automobiles, understanding the human genome to exploring social networks, scientific and technological innovation is the result of the work of not just scientists and engineers, but artists and designers as well. The challenges of the 21st century demand creative processes that stem from the realization that design, aesthetic, and technological development have become symbiotic. ICAT grant funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies, or preliminary research.

Heres how to apply:



#1

Think of an idea
with your group



#2

Visit
icat.vt.edu/funding



#3

Select your grant
opportunity



#4

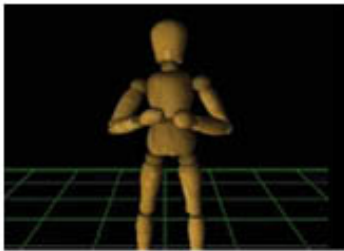
Fill out the online
application



Congratulations!

Now that your application is complete, it's time to get to work!

How to Apply for an ICAT Grant



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CREATIVITY,
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In order to foster this kind of transdisciplinary research, the Institute for Creativity, Arts, and Technology (ICAT) invites applications for small projects that are creative, innovative and show a strong potential for contribution toward the goals of ICAT. These funds can be used to pursue a range of transdisciplinary activities including creative projects, pilot studies, feasibility studies, or preliminary research.

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#3

Select your grant
opportunity



#4

Fill out the online
application




Congratulations!

Now that your application is complete, it's time to get to work!

Appendix

Survey

1. Have you heard of a division at Virginia Tech called ICAT or Institute for Creativity, Arts and Technology?
 - a. Yes
 - b. No
2. Have you ever applied for a grant before?
 - a. Yes
 - b. No
3. If you answered yes to #2, how often do you apply for a grant?
 - a. Once a year
 - b. Twice a year
 - c. Three or more times a year
4. Based on past experience, how did you or how would you learn about applying for a grant?
 - a. Online
 - b. Friend
 - c. Other Advertisement
5. Have you applied for a grant through ICAT before?
 - a. Yes
 - b. No
6. If you answered yes to #5, was the application process relatively easy or difficult?
 - a. Easy
 - b. Difficult
7. Is there another department through Virginia Tech you've applied for a grant before?
 - a. Yes
 - b. No
8. If you've applied for a grant before, how long did it take for a reply? (Skip questions if not applicable)
 - a. Less than 1 week
 - b. Less than 1 month
 - c. More than 1 month
9. If you were to apply for a grant, in what time frame would you like a reply?
 - a. Less than 1 week
 - b. Less than 1 month

- 
10. What branch of research grant are you applying for?
 - a. Short answer
 11. Which department are you in at Virginia Tech?
 - a. Short answer
 12. What is your age?
 - a. Short answer
 13. What is your current faculty rank?
 - a. Short answer
 14. How often do you conduct interdisciplinary research?
 - a. Short answer
 15. How long have you worked at Virginia Tech for?
 - a. Less than 1 year
 - b. More than 1 year
 - c. More than 3 years
 - d. More than 10+ years
 16. How did you hear about ICAT?
 - a. Friend
 - b. Faculty member
 - c. Online
 - d. Advertisement
 17. If you've applied for another grant before, where did you apply?
 - a. Short answer
 18. How did you find the grant you previously applied for? (Skip question if not applicable)
 - a. Website
 - b. Friend
 - c. Advertisement
 19. What did you search online to find a grant?
 - a. Short answer
 20. Do you have any additional comments or questions?
 - a. Short Answer