



Surf's Up

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The global Internet enables rapid access to information about all types of external assistance programs. It serves as a magnet, drawing grant seekers to grant makers. Web sites post requests for proposals, eligibility criteria for awards, online application forms, and text of regulations that help assure compliance with government and sponsor requirements. All aspects of the proposal-writing process are covered, and samples of winning strategies are shared. Advice facilitates the solicitation process and helps soften rigors associated with competitive bidding. Sponsored opportunities are publicized about monies and services available to support scholarly research, new business ventures, project planning, mission improvements, capital facilities, continuing education, and endowments. The following are examples of convenient online resources that alert pioneers about award prospects

Catalog of Federal Domestic Assistance (CFDA)

<http://www.cfda.gov>

This comprehensive and frequently updated database centralizes information about all U.S. Government assistance programs, including many that are not monetary (e.g., dissemination of technical information). Clear distinctions are made between different types of assistance programs. The Web site serves as a pathfinder to granting agencies and encourages those in search of support to communicate directly with specific agency contacts identified here. It anticipates a broad range of potential recipients at different levels of government: federal, state, city, town, territory, and Indian tribal authority. Also, the needs of profit and nonprofit private sector groups and individuals are considered. Each record describes program objectives, legal authorities, fund restrictions, applicant criteria, policy directives, and where to go for more in-depth information. There is also advice on grant writing and guidelines for the federal assistance program application process.

COS Funding Opportunities™

<http://fundingopps2.cos.com>

The Community of Science (COS) offers grant

seekers from subscriber institutions unrestricted domain-facilitated Web access to comprehensive information about current funding opportunities throughout the world. Information is current and gives details about solicitations, including award dollar limits, eligibility criteria, and direct communication sources. Funding prospects span all disciplines and cover academic course development, conferences, graduate study support, research, and travel. Focus is on creating symbiotic and collaborative relationships. Only limited service is geared toward individuals who lack institutional affiliation. Individuals can promote their research interests by registering and submitting vitae to the COS Expertise database. Also, they can track research projects funded by several government sponsors and stay alert to conference paper calls.

Federal Business Opportunity

<http://www.fedbizopps.gov>

As part of an effort to streamline the U.S. Government procurement process, this resource replaced Commerce Business Daily (CBDNet) in 2002. It serves as a single portal consolidating information about business opportunities offered to private-sector vendors by approved Federal agencies. Government contracting officers can upload presolicitation notices, formal solicitation synopses, amendments, and Web links to supporting resources and documentation. Potential service vendor bidders can search the database, which is updated often, using several access points and inquiry fields. They can also register for e-mail notifications about new solicitation options. Their interest profiles can be geared toward selected agencies or product service classifications. All site visitors have access to the full text of the Government Buyer's User Manual and the FedBizOpps Strategic Plan FY2003-2007.

The Foundation Center

<http://fdncenter.org>

Visitors to this national service organization's Web site have open access to detailed descriptions of over 70,000 foundations, including many that offer grant

support. Profiles cover corporations, communities with endowments, private donors, and public charities. In addition to name and location, each record in the database summarizes financial assets and award dollars. Links are provided to full-text copies of IRS filings (Form 990-PF). Also at this site one can link to over 2000 grant-maker Web pages, explore information about free and fee-based learning lab tutorials (e.g., proposal writing pointers), and arrange for facilitated access to subscription resources, including The Foundation Directory Online and Foundation Grants to Individuals Online. Additional information is provided on this Web site about the Center's sponsored network of five libraries and 220 cooperating collections throughout the United States, where walk-in grant seekers have free access to electronic and hard-copy resources.

Grants Net (U.K.)

<http://www.grantsnet.co.uk>

This globally accessible database provides insights into grants and soft loans available to commercial businesses and nonprofit organizations in England, Northern Ireland, Scotland, and Wales. Some assistance described is selective and applies only to

specific geographical regions (e.g., Leicester, Oldham, West Yorkshire). Many types of grants are described, including those in support of business development, environmental improvement, marketing, new technology, research and development, and training. Records provide links to provider Web sites. A grants alert bulletin e-mail service is available free to anyone providing interest profile information. Organizations can register funding offers using online grant submission forms.

SRA International Grants Web

<http://www.srainternational.org/newweb/grantsweb/>

The Society of Research Administrators (SRA) Web site provides information about many government and private funding opportunities throughout the world. For example, international coverage includes links to Association François-Xavier Bagnoud, Higher Education Funding Council for England, Funding opportunities in Israel, and The Japan Foundation. Added value links lead to full-text policies and regulatory information (e.g., U.S. Federal Acquisition Regulations; National Institutes of Health Grants Policy Statement; and U.S. Department of Defense Grant and Agreement Regulations).

Technology Roadmapping *(Continued from page 31)*

breaks new ground by applying roadmapping to this exploding life-science domain field; and the Domino case by Phaal, Farrukh, Mitchell, and Probert, which illustrates the Cambridge "Fast Start" approach (9).

▼ Part 2 plans to deliver three more corporate perspectives: The General Motors experience, lessons from the variations deriving from the UK Post Office and a variety of developments coming out of the work at Motorola. There will be two additional academic views—one reporting on Cambridge's recent technology planning survey including several technology management cases and another on multi-scenario roadmapping.

In conclusion, we believe that roadmapping is a practical method of improving planning and communication within a firm. The selected articles show how companies are working with, and benefiting from, this approach. Technology roadmapping is also an area of increasing interest to academics as well as industrialists. Cambridge has set up a User Group of companies that are using roadmapping within their organization. The MATI group of companies is linked by a strong belief in technology roadmapping and is actively involved both in advancing the state of the art and in aiding its diffusion across industry in the

U.S. and worldwide—the recent development of a MATI "Primer" will be an important aid (10). These papers can contribute to the needed greater awareness and provide a resource base for those interested in pursuing the subject further.

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