

WELCOME

CLASS OF 2026



How to Win Grants – Mastering Non-Dilutive Funding Sources

COURSE SCHEDULE

Week	Date	Course Title	Presenters
✓	May 26, 2026	Entrepreneurship 101 – What It Takes To Commercialize Your Tech	Allison Yacci, DataCicada
✓	Jun 2, 2026	Discover Customer Discovery	Olga Petrova, University at Buffalo Kathryn Cherney, Binghamton University
✓	Jun 9, 2026	Evaluation of the Opportunity – Patentability and Marketability Basics	Joy Goswami, SUNY RF Peter Fallon, SUNY RF Garrett Smith, SUNY RF
📌	Jun 16, 2026	How To Win Grants – Mastering Non-Dilutive Funding Sources	Kirk Macolini, InteliSpark
5	Jun 23, 2026	Mastering Startup Agreements & Exit Strategies	Rich Honen, Phillips Lytle
6	Jun 30, 2026	Team Chemistry – Leveling Up Your Company	Doug Benel, SUNY RF Ana-Maria Galeano, Galeano Law Firm
7	Jul 7, 2026	Strategies for Unstoppable Success	Arel Moodie, Reed Oak
8	Jul 14, 2026	Telling and Selling Your Story	Michael Lightman, Hate Your Deck
9	July 20- July 24	1:1 Meeting With SUNY Venture Advisors	
10	Jul 28, 2026	Demo Day and Graduation	You!

COURSE SCHEDULE

WHAT YOU NEED TO KNOW

- **May 26–July 14:** Instructional Zoom webinars will be held every Tuesday from 10:30–12:00 PM ET. Invites have been sent. Recordings will be sent within 24 hours after class.
- **June 29 – July 27:** Virtual I-Corps short regional course.
- **July 20 – July 24:** Office hours with Venture Advisors to apply what you are learning and prep for your Demo Day pitch.
- **July 28:** S4 culminates with a Demo Day and Graduation celebration where participants pitch their technology or venture for up to \$200k Technology Accelerator Fund Catalyst Investments. Demo Day and Graduation are scheduled to be in person at the University at Albany's ETEC Complex in Albany, NY on July 28.



HOW DO YOU EARN POINTS FOR THE LEADERBOARD

There are many ways to earn points, including:

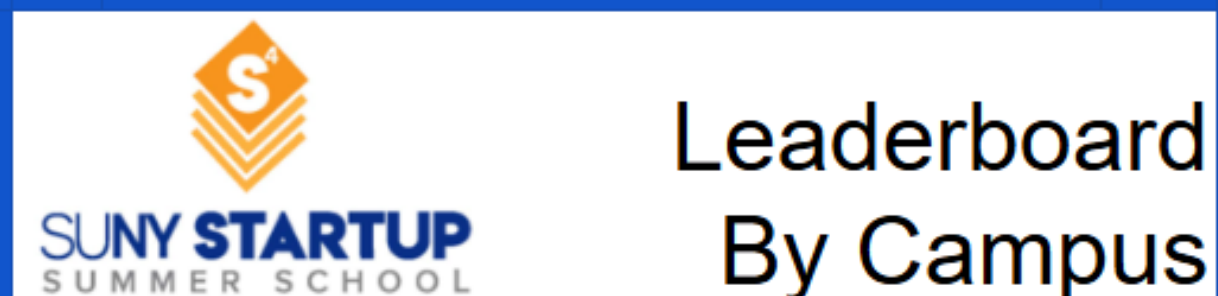
- Join LinkedIn Group – [SUNY Innovation and Entrepreneurship Network](#)
- Introduce yourself and why you are here
- Reply to a classmate
- Weekly attendance
- Weekly engagement
- I-Corps
- Pitch at Demo Day



LEADERBOARD



#	First Name	Last Name	Points
1	Alicia	Smith	10
1	Jason	Tepper	10
1	Karlheinz	Strobl	10
1	Patrick	Oduro	10
5	Adan	Gomez	9
5	Batuhan	Erkat Cohen	9
5	Ilya	Deadoff	9
5	John	Fetse	9
5	Margarita L.	Dubocovich	9
5	Mehdi	Ghayoumi	9
5	Omid	Rajabi Shishvan	9
5	Uttam	Singiseti	9
13	Alberto	Monegro	8
13	Chong	Cheng	8
13	Daniel	Noon	8
13	Dinesh	Venugopal	8
13	Eric	Mountain	8
13	Erica	Sharpe	8
13	Hayford	Perry Fordson	8
13	Huiyuan	Guo	8
13	Tobi	Saulnier	8



#	Campus	Points
1	University at Buffalo, SUNY	206
2	Binghamton University, SUNY	97
3	Stony Brook University	76
4	University at Albany, SUNY	65
5	Upstate Medical University	53
6	SUNY College of Environmental Science and Forestry	29
7	SUNY College of Optometry	25
8	SUNY Oswego	14
9	SUNY Empire State College	11
10	Monroe Community College, SUNY	10
10	Buffalo State, SUNY	10
12	SUNY Canton	9
13	New York State College of Human Ecology at Cornell University	8
14	Farmingdale State College, SUNY	7
14	SUNY Brockport	7
16	SUNY Cortland	6
17	UCAWD/SUNY ATTAIN	5
18	FIT State University of New York	4
19	SUNY Polytechnic Institute	3
20	Harvard Medical School	1
20	SUNY Cobleskill	1



SUNY TECHNOLOGY ACCELERATOR FUND (TAF) S4 CATALYST INVESTMENT ELIGIBILITY

To be eligible for a TAF S4 Catalyst Investment, teams and/or companies must meet **ALL** of the following requirements:

- Developing technology that is SUNY intellectual property;
- Enrolled in the S4 Class of 2026;
- Participate in the S4 Demo Day pitches on July 28, 2026;
- By December 31, 2026, complete the company formation process if a company has not already been formed; and
- By December 31, 2026, the company receiving the TAF S4 Catalyst Investment must demonstrate that it has an active license or option to the technology it plans to commercialize from a SUNY campus.



QUESTIONS ABOUT S4?

Email Us at S4@rfsuny.org

Let's jump into our fourth session!



SUNY **STARTUP SUMMER SCHOOL**

How To Win Grants Mastering Non-Dilutive Funding Sources



SUNY **STARTUP
SUMMER SCHOOL**



Meet your presenters!

Kirk J. Macolini

President

InteliSpark, LLC

Kirk@InteliSpark.com

Follow us on



<https://www.linkedin.com/company/intelispark-llc>

INTELISPARK TRACK RECORD



>800 proposals selected for award

>\$525,000,000 in projects selected for award



87 start-up clients funded in 2023

Clients have had **>\$3,500,000,000** in
successful exits





GENERAL ELIGIBILITY

- ▶ Organized for-profit U.S. business
 - ▶ At least 51% owned by U.S. individuals or small businesses and independently operated (NIH, CDC, ARPA-E (DoE) are exceptions- can be 51% owned by multiple VC firms)
 - ▶ Small Business located in the U.S.
 - ▶ P.I.'s primary employment with small business during project (NIH allows STTR PI to come from University)
 - ▶ 500 or fewer employees (including affiliates)
 - ▶ All SBIR-funded work must be done in the U.S.
- 

SBIR vs. STTR

SBIR: Permits allows research partners (non-profit or for profit)

- no more than 33% during Phase I
- no more than 50% during Phase II

STTR: Requires non-profit research institution partner (e.g., universities)

- A minimum of 40% for small business
- A minimum of 30% for research institution
- Remained 30% can go to either partner or 3rd parties

Despite misconceptions, there is NO Requirement to do Tech Transfer under an STTR

SBIR/STTR PHASES



- **PHASE I (Crawl)**
 - Feasibility Study
 - $\leq \$150,000$ and ~6 months (SBIR) or ~12 months (STTR)



- **PHASE II (Walk)**
 - Full R&D
 - $\leq \$1,000,000$ and ~24 months



- **PHASE III (Run)**
 - Continued R&D/Commercialization
 - Non-SBIR funded

AN UNEFFICIENT MARKET |

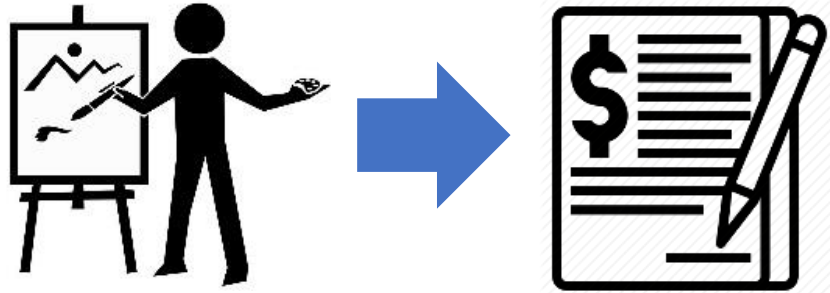
*Understand your buyer to
improve your Phase I Proposal
Success Rate*

You can exploit discontinuities in the funding probabilities

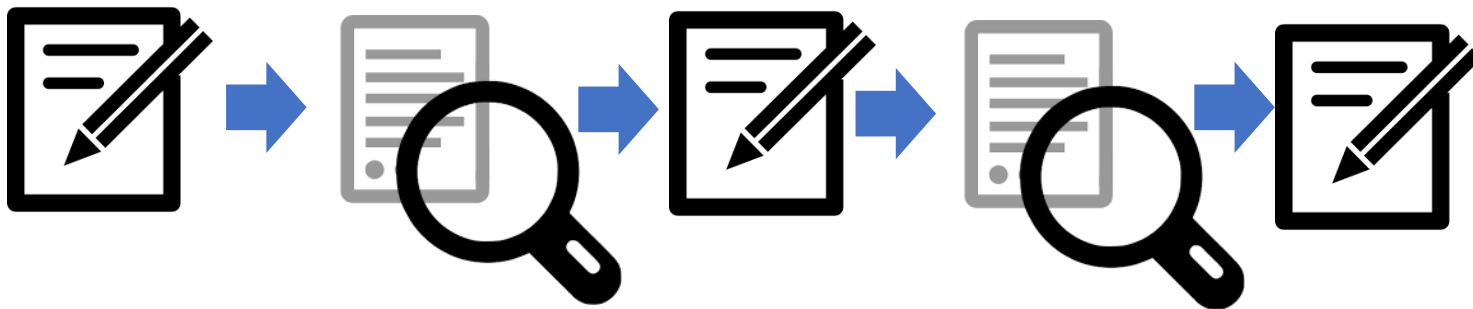


VIEW SBIR/STTR AS A MARKETPLACE

“ART” OF GRANT WRITING



Investigator Driven Perspective

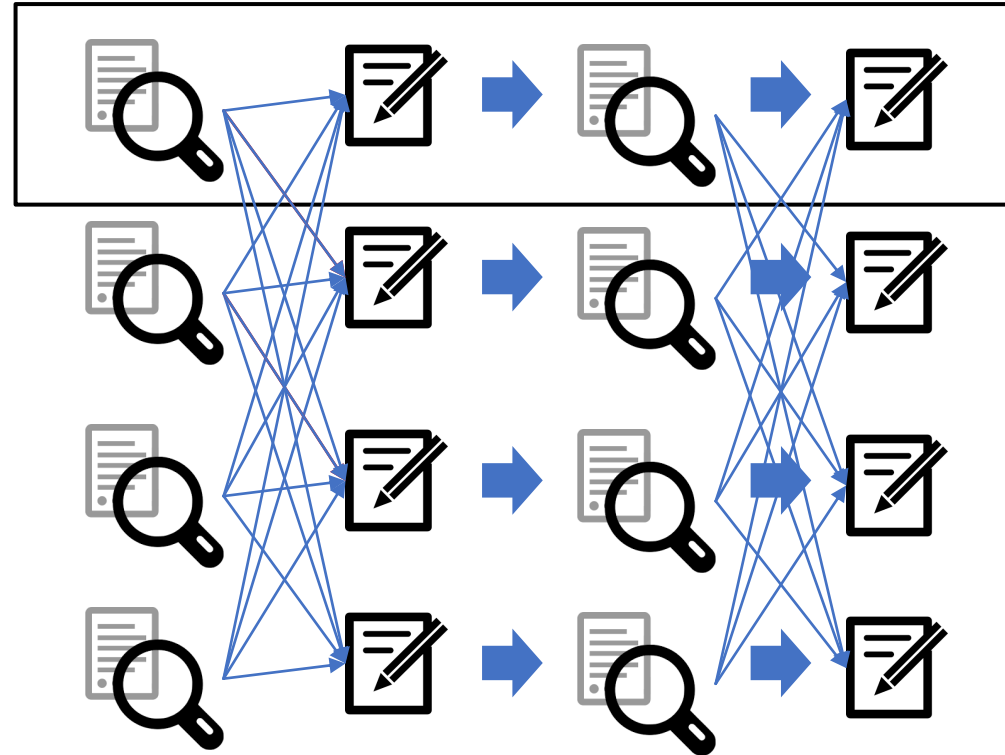
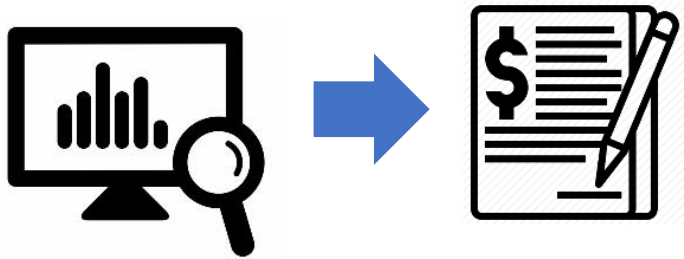


Tends to be Focused on the Seller



VIEW SBIR/STTR AS A MARKETPLACE

► DATA DRIVEN MARKETPLACE



Focused on matching the seller to the buyer

A person wearing a dark hooded jacket, blue jeans, and a backpack stands in a snowy, wooded area. They are looking at a wooden signpost that has many directional signs attached to it. The scene is covered in snow, and the background shows snow-covered trees.

AGENCY SELECTION

- ▶ Seems obvious - but it's not
- ▶ Lot's of overlap in projects funded by various agencies
- ▶ Each agency takes a different perspective
 - ▶ EX: DoD, NASA are trying to solve problems
 - ▶ EX: NIH, DoE are trying to promote research in general
 - ▶ EX: NSF is trying to promote research AND stimulate successful commercialization
- ▶ This leads to varying levels of acceptance by different agency
- ▶ Where to apply can be extra challenging when considering multiple granting agencies

SBIR AND STTR BY AGENCY

SBIR/STTR



DoD



NSF



NASA



DOE



HHS (NIH, CDC, FDA)



USDA

SBIR



DHS



EPA



DOT

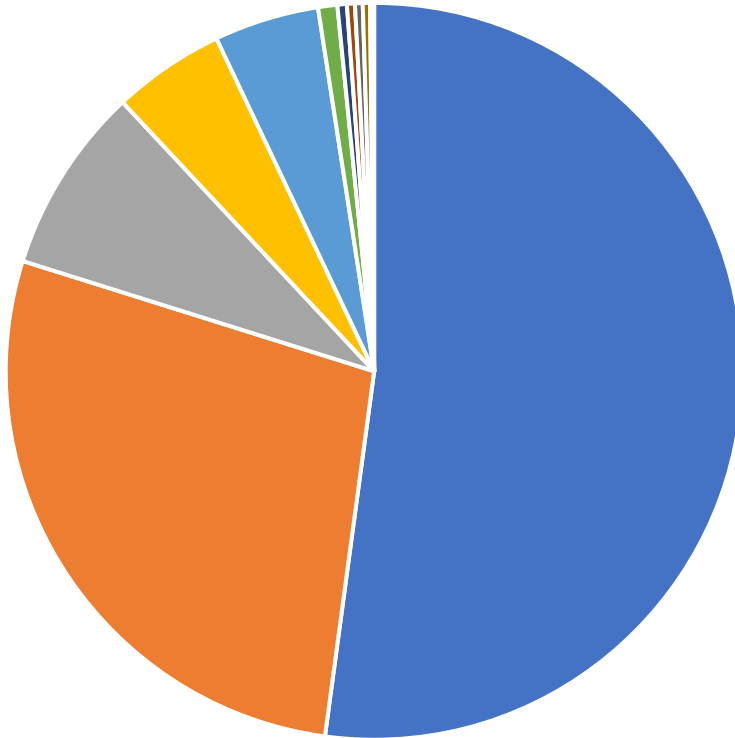


ED



DOC (NIST, NOAA)

GO FISHING WHERE THE FISH ARE



■ DOD ■ HHS ■ DOE ■ NSF ■ NASA ■ USDA ■ DHS ■ DOC ■ DOT ■ ED ■ EPA

CASE STUDY: THE CROWDED FISHING HOLE



24,000+ applications for ~200 awards
= >1% probability

~800 applications for ~100
awards
= 12.5% probability



GO FISHING WHERE THE FISH ARE, BUT....



NIH
Challenge
Grants
\$200 Million
for 200
projects



DoD
Operational
Medicine
BAA
\$100 Million
for ~100
projects

AVOID THE CROWDED FISHING HOLES

NSF IS THE MOST START-UP FRIENDLY

▶ TECHNOLOGY AGNOSTIC

- ▶ Need true technical risk

▶ COMPANY SIZE:

- ▶ ~ 95% of awardees have 10 or fewer employees

▶ HISTORY:

- ▶ ~ 87% of awardees had never had a prior SBIR/STTR Phase II award from any agency

▶ COMPANY AGE:

- ▶ ~ 81% of awardee companies were incorporated within the past 5 years

▶ AWARD SIZE

- ▶ Phase I: \$305K
- ▶ Phase II: \$1.25 Million
- ▶ Fastrack: \$400k Phase I, \$1.15 Phase II (heavy requirements)



NSF SBIR/STTR PROCESS



NSF Topics - What is in a Topic

ADVANCED MANUFACTURING (M) M	ADVANCED MATERIALS (AM) AM	ADVANCED SYSTEMS FOR SCALABLE ANALYTICS (AA) AA	AGRICULTURAL TECHNOLOGIES (AG) AG	ARTIFICIAL INTELLIGENCE (AI) AI	AUGMENTED AND VIRTUAL REALITY (AV) AV
BIOLOGICAL TECHNOLOGIES (BT) BT	BIOMEDICAL TECHNOLOGIES (BM) BM	CHEMICAL TECHNOLOGIES (CT) CT	CLOUD AND HIGH-PERFORMANCE COMPUTING (CH) CH	CYBERSECURITY AND AUTHENTICATION (CA) CA	DIGITAL HEALTH (DH) DH
DISTRIBUTED LEDGER (DL) DL	ENERGY TECHNOLOGIES (EN) EN	ENVIRONMENTAL TECHNOLOGIES (ET) ET	HUMAN-COMPUTER INTERACTION (HC) HC	INSTRUMENTATION AND HARDWARE SYSTEMS (IH) IH	INTERNET OF THINGS (I) I
LEARNING AND COGNITION TECHNOLOGIES (LC) LC	MEDICAL DEVICES (MD) MD	MOBILITY (MO) MO	NANOTECHNOLOGY (N) N	OTHER TOPICS (OT) → OT	PHARMACEUTICAL TECHNOLOGIES (PT) PT
PHOTONICS (PH) PH	POWER MANAGEMENT (PM) PM	QUANTUM INFORMATION TECHNOLOGIES (QT) QT	ROBOTICS (R) R	SEMICONDUCTORS (S) S	SPACE (SP) SP
WIRELESS TECHNOLOGIES (W) W					

Sample Sub-Topics

EN1. Advanced Nuclear Energy Tech

EN2. CO2 and Methane Conversion, Petrochemicals, Oil and Gas

EN3. Directed Energy

EN4. Electromagnetics

EN5. Energy Efficiencies and Data Technologies

EN6. Energy Production and Power Generation

EN7. Energy Storage

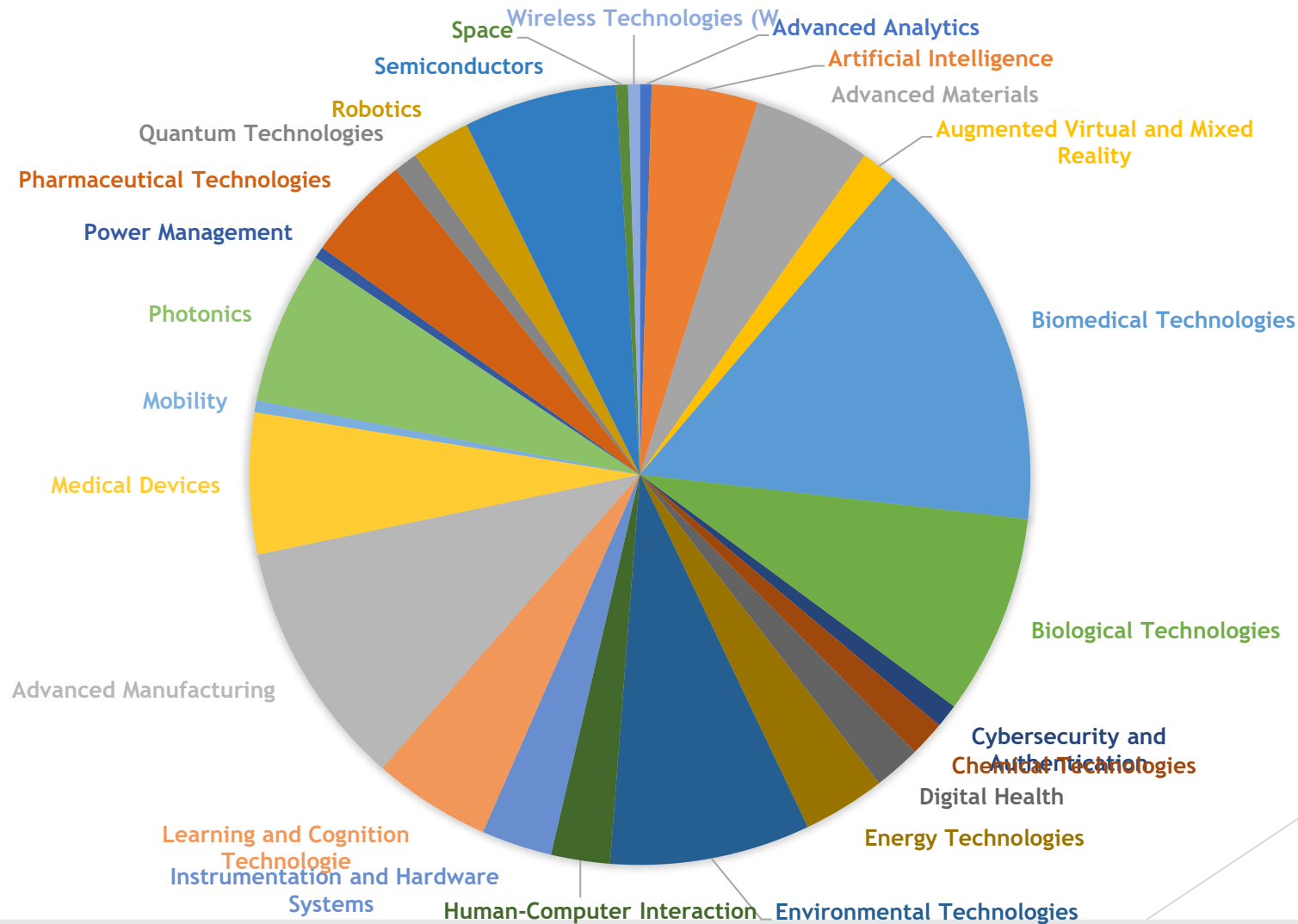
EN8. Fusion

EN9. Hydrogen Technologies

EN10. Renewable Energy Generation & Storage

EN11. Other Energy Technologies

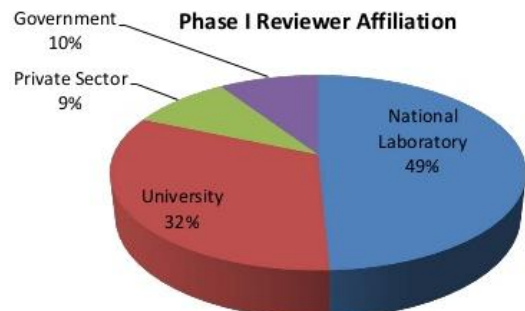
NSF Topics - 2025 Phase I awards by topic



DoE favors National Lab connections and prior awardees



Technical Reviewer Affiliation



EXCESSIVE multiple awards:

- ▶ 10 companies with over 100 DoE SBIR/STTR awards
- ▶ 24 companies with 51-100 DoE SBIR/STTR awards
- ▶ 192 companies with 11-100 DoE SBIR/STTR awards

AWARD SIZE

- ▶ Phase I: ~\$250K
- ▶ Phase II: \$1.1 – 1.6 Million
- ▶ Sequential Phase IIs: \$1.1 Million (both a 2nd and 3rd possible)

Office of Science Laboratories

- 1 Ames Laboratory
Ames, Iowa
- 2 Argonne National Laboratory
Argonne, Illinois
- 3 Brookhaven National Laboratory
Upton, New York
- 4 Fermi National Accelerator Laboratory
Batavia, Illinois
- 5 Lawrence Berkeley National Laboratory
Berkeley, California
- 6 Oak Ridge National Laboratory
Oak Ridge, Tennessee
- 7 Pacific Northwest National Laboratory
Richland, Washington
- 8 Princeton Plasma Physics Laboratory
Princeton, New Jersey
- 9 SLAC National Accelerator Laboratory
Menlo Park, California
- 10 Thomas Jefferson National Accelerator Facility
Newport News, Virginia

Other DOE Laboratories

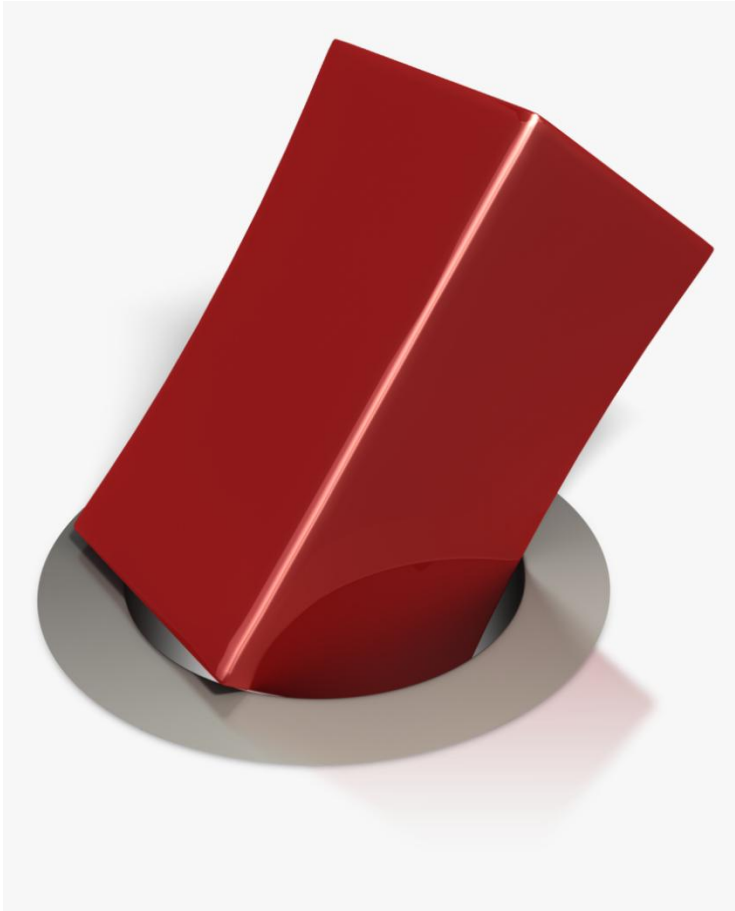
- 1 Idaho National Laboratory
Idaho Falls, Idaho
- 2 National Energy Technology Laboratory
Morgantown, West Virginia
Pittsburgh, Pennsylvania
Albany, Oregon
- 3 National Renewable Energy Laboratory
Golden, Colorado
- 4 Savannah River National Laboratory
Aiken, South Carolina

NNSA Laboratories

- 1 Lawrence Livermore National Laboratory
Livermore, California
- 2 Los Alamos National Laboratory
Los Alamos, New Mexico
- 3 Sandia National Laboratory
Albuquerque, New Mexico
Livermore, California



DoD IS ALL ABOUT A GOOD MATCH



- ▶ **Large SBIR budget**
 - ▶ Often driven by narrow needs
- ▶ **Potential end customer**
- ▶ **Need to have a strong topic match**
- ▶ **Significant competition from SBIR mills**
 - ▶ 200+ companies with over 100 SBIR/STTR awards
 - ▶ 6 companies with over 1,000 SBIR/STTR awards
- ▶ **The AFWERX Exception**
 - ▶ Open topics
 - ▶ Need to be ready to take advantage of opportunity

NARROW VS. OPEN TOPICS



CHOOSING A TOPIC

- ▶ Call topic author (if appropriate) to learn everything
- ▶ Does it match the topic?
- ▶ Is the solution strong?
- ▶ Is it innovative? (innovation vs. evolution)
- ▶ Is the company prepared to invest in this opportunity?
- ▶ How much of the work will the company do?



SELECTING OPPORTUNITIES IS CRITICAL

SBIR/STTR awards aren't random drawings

Preparing a winning SBIR/STTR proposal is a mountain of work.

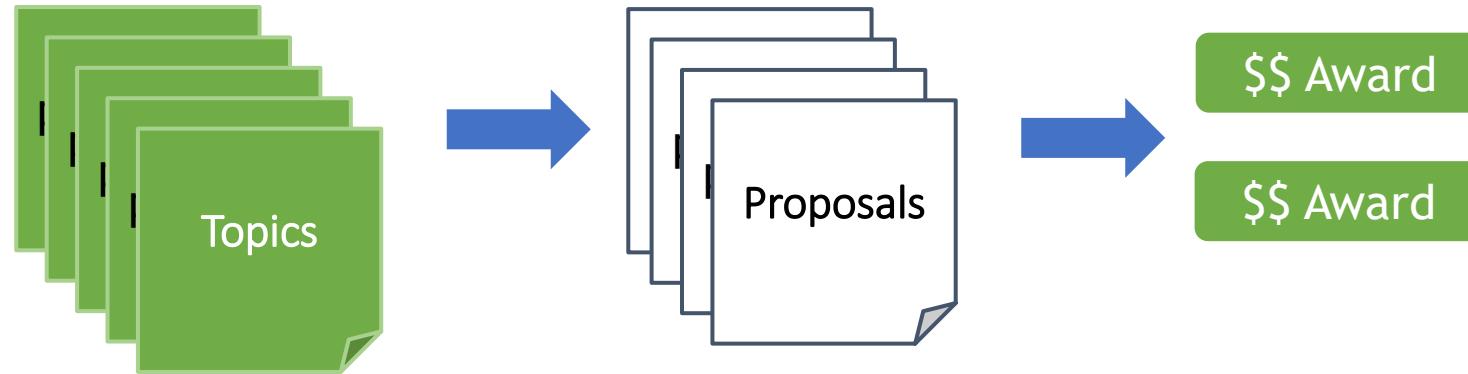
The key is to pick battles that can be won

Choosing the right topic/agency is the most overlooked (and perhaps most important) ingredient of success

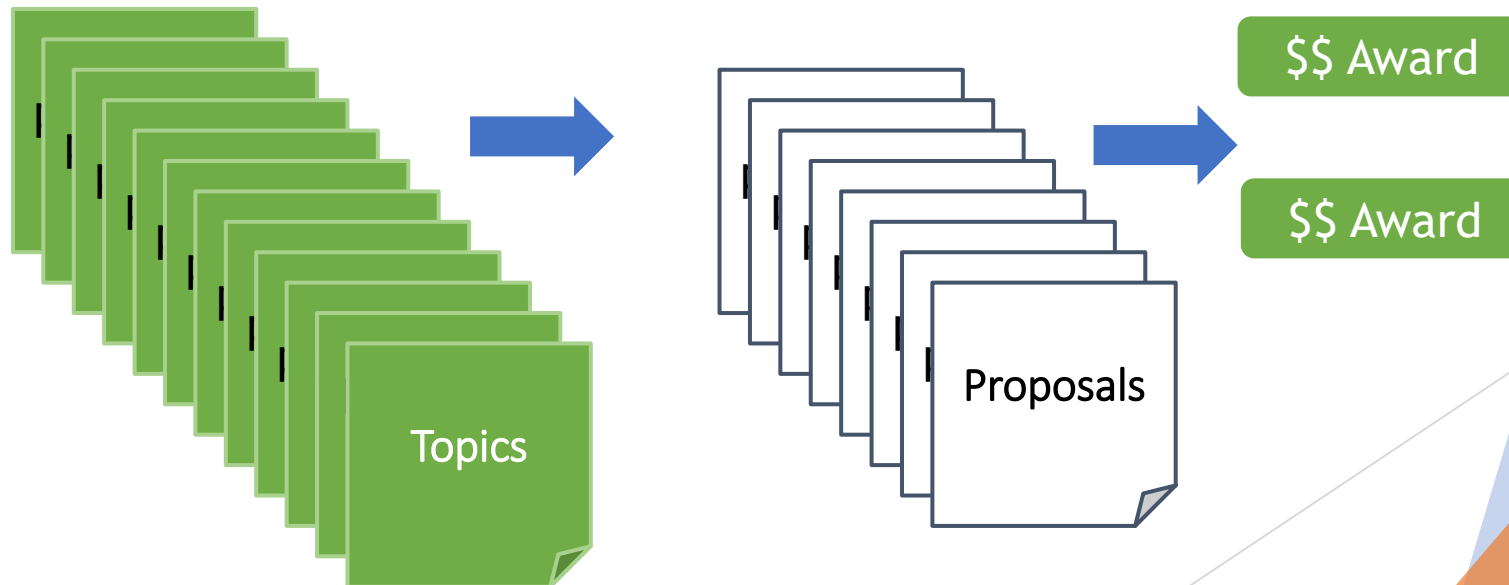


TECHNOLOGY VS. CAPABILITY APPROACH

TECHNOLOGY

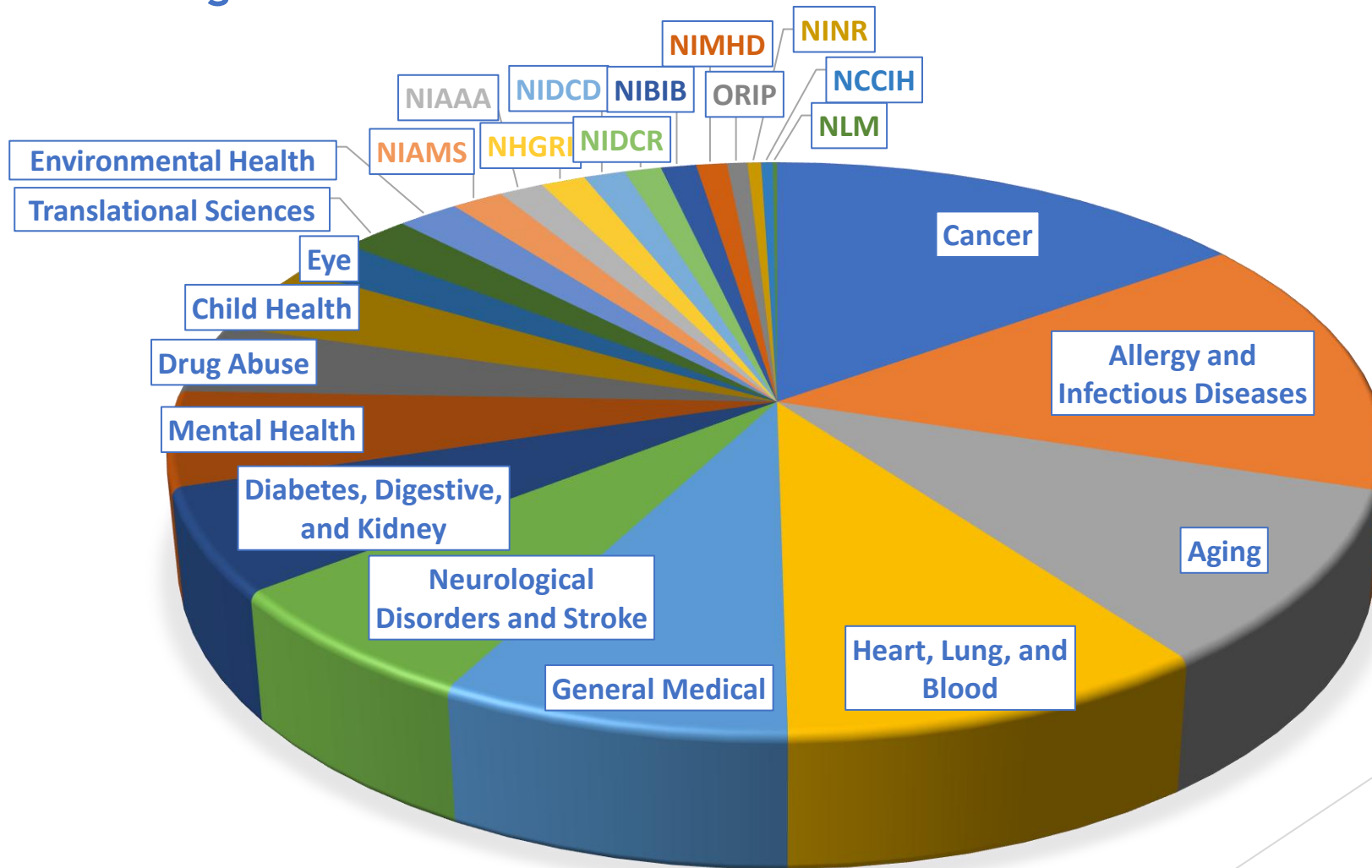


CAPABILITY

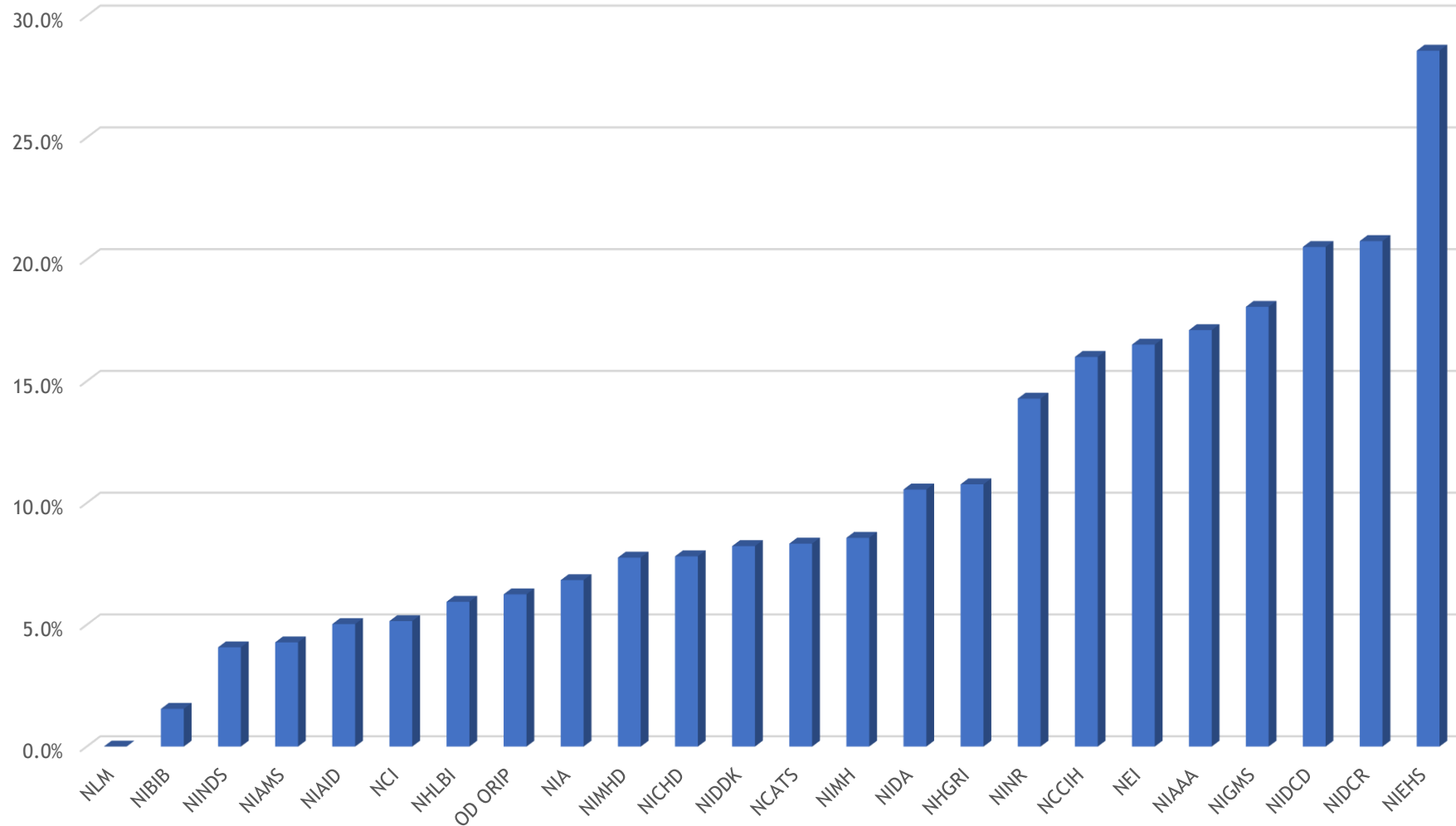


NAVIGATING NIH

SBIR/STTR Budget Allocations



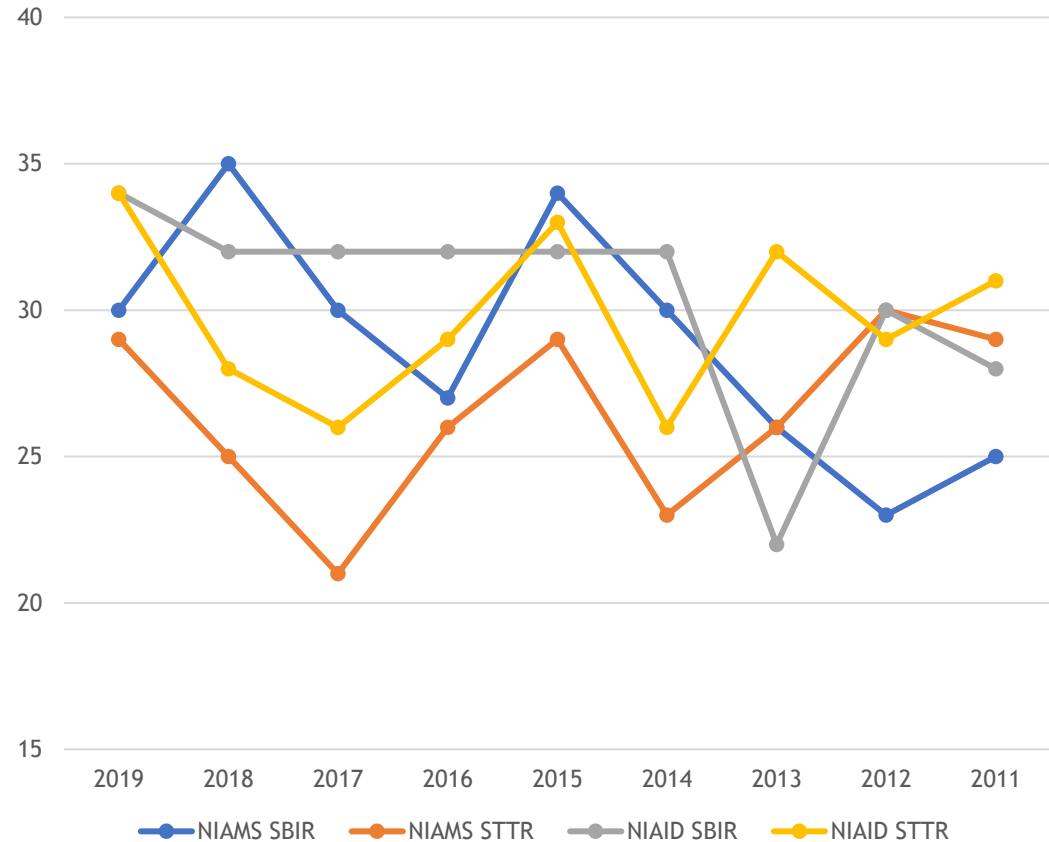
NIH 2025 Phase I success rates



UNDERSTANDING NIH SCORING

- ▶ Each sub-agency has own funding policy
- ▶ Some publish paylines (10-90, 10 is best score (most fall between 15-55))
- ▶ You can request assignment to a sub-agency (otherwise NIH will choose)
- ▶ Choosing the right sub agency can be the difference between success and failure

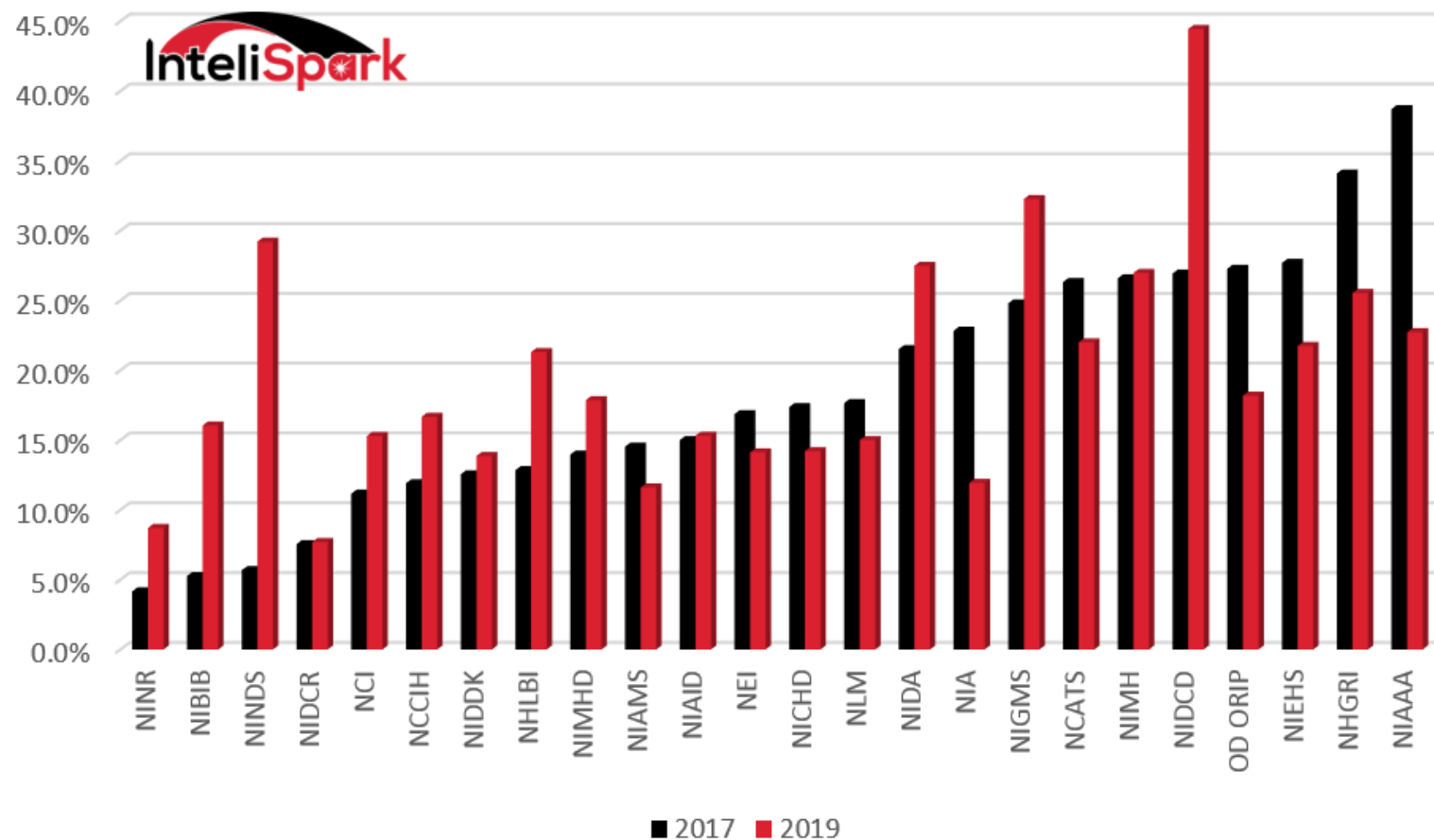
NIAID+NIAMS SBIR vs STTR
Paylines



NIH STTR Success Rates and Paylines can fluctuate wildly

LOOKING FORWARD VS. BACKWARD

NIH 2017 vs. 2019 Phase I SBIR Success Rate



LOOKING AT SUCCESS RATES...

NIDCR	SBIR Phase I	56	17	30.4%	\$3,432,933
NIDCR	SBIR Phase II	7	4	57.1%	\$1,864,889
NIEHS	SBIR Phase I	72	22	30.6%	\$3,868,457
NIEHS	SBIR Phase II	24	12	50.0%	\$5,972,947

What matters is the future and how the past shapes it!

BEING SMARTER THAN THE NUMBERS

NIDCR	SBIR Phase I	56	17	30.4%	\$3,432,933
NIDCR	SBIR Phase II	7	4	57.1%	\$1,864,889
NIEHS	SBIR Phase I	72	22	30.6%	\$3,868,457
NIEHS	SBIR Phase II	24	12	50.0%	\$5,972,947

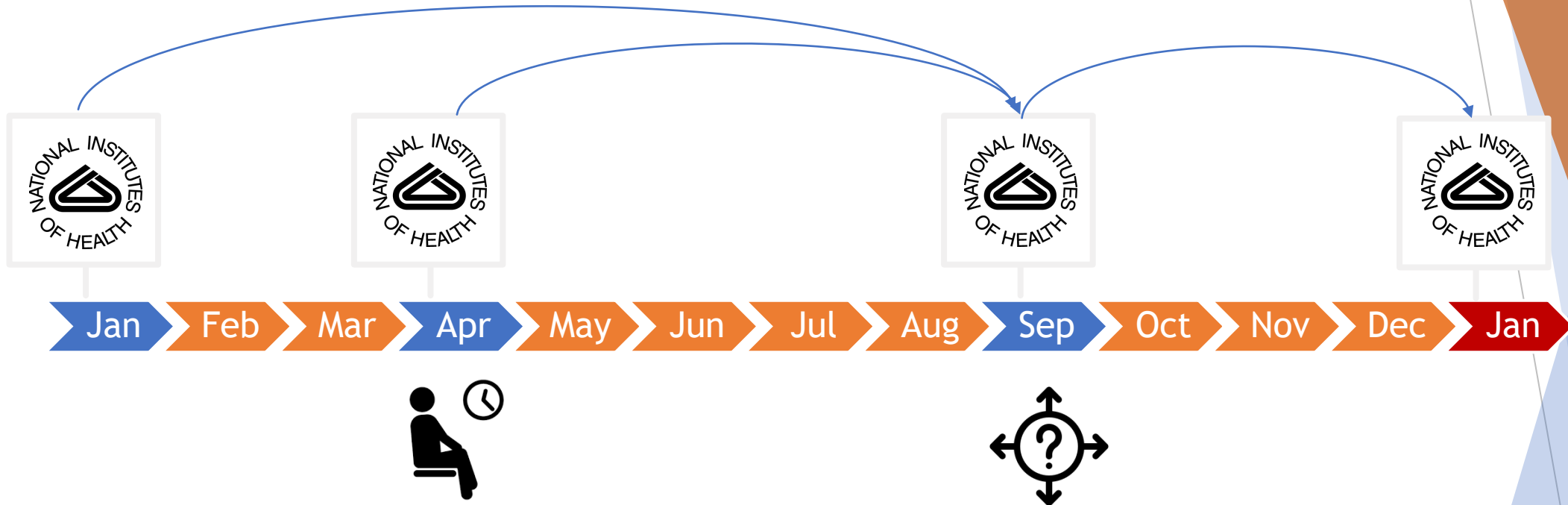
Published Data is Backward looking...project forward!!!

PHASE II APPLICATIONS

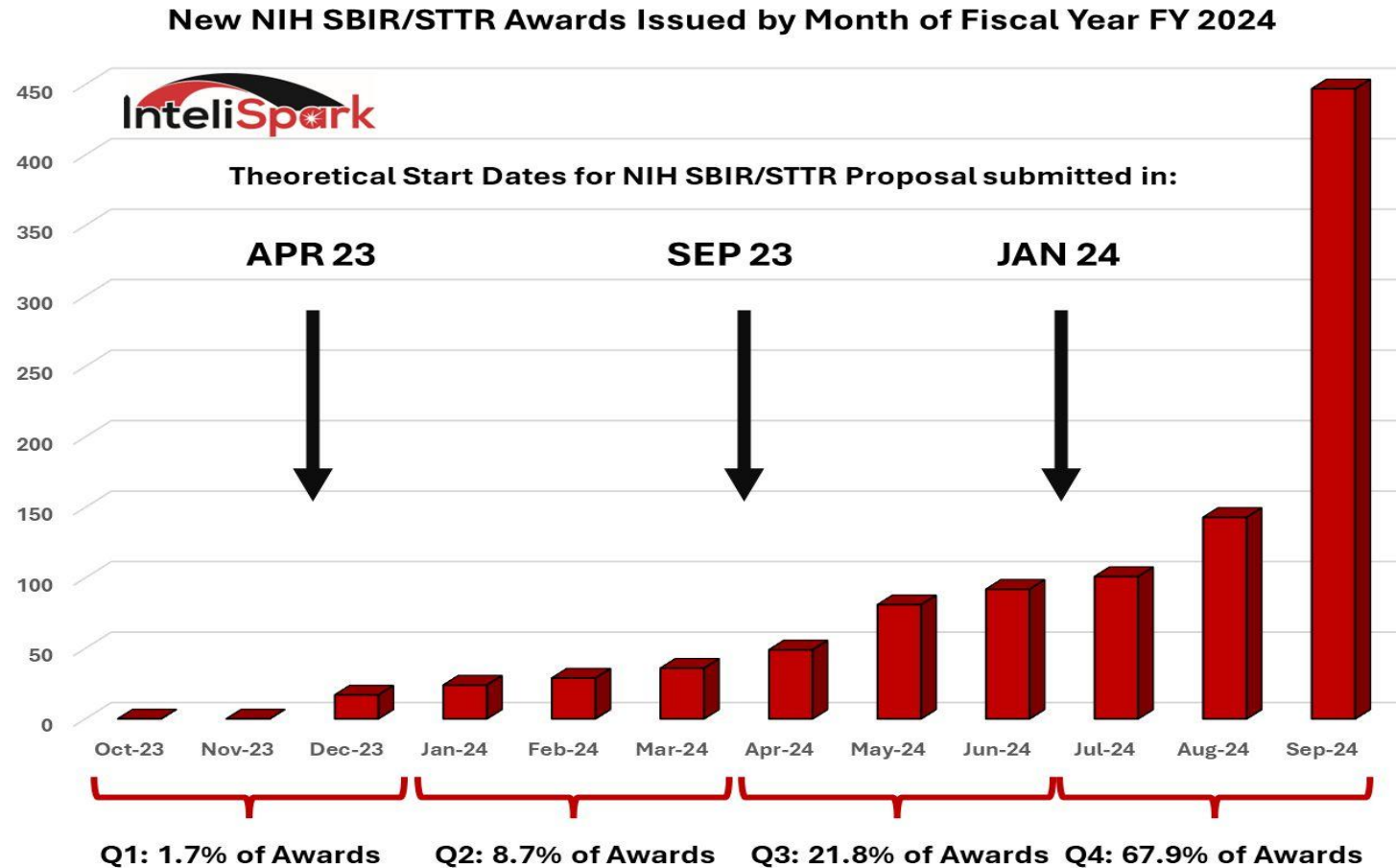
NIDCR ➤ Last year 7 ➤ Next Year 17 -- funding probabilities will drop significantly

NIEHS ➤ Last year 24 ➤ Next Year 22 -- funding probabilities will be similar expected

IMPACT OF SOLICITATION SCHEDULES



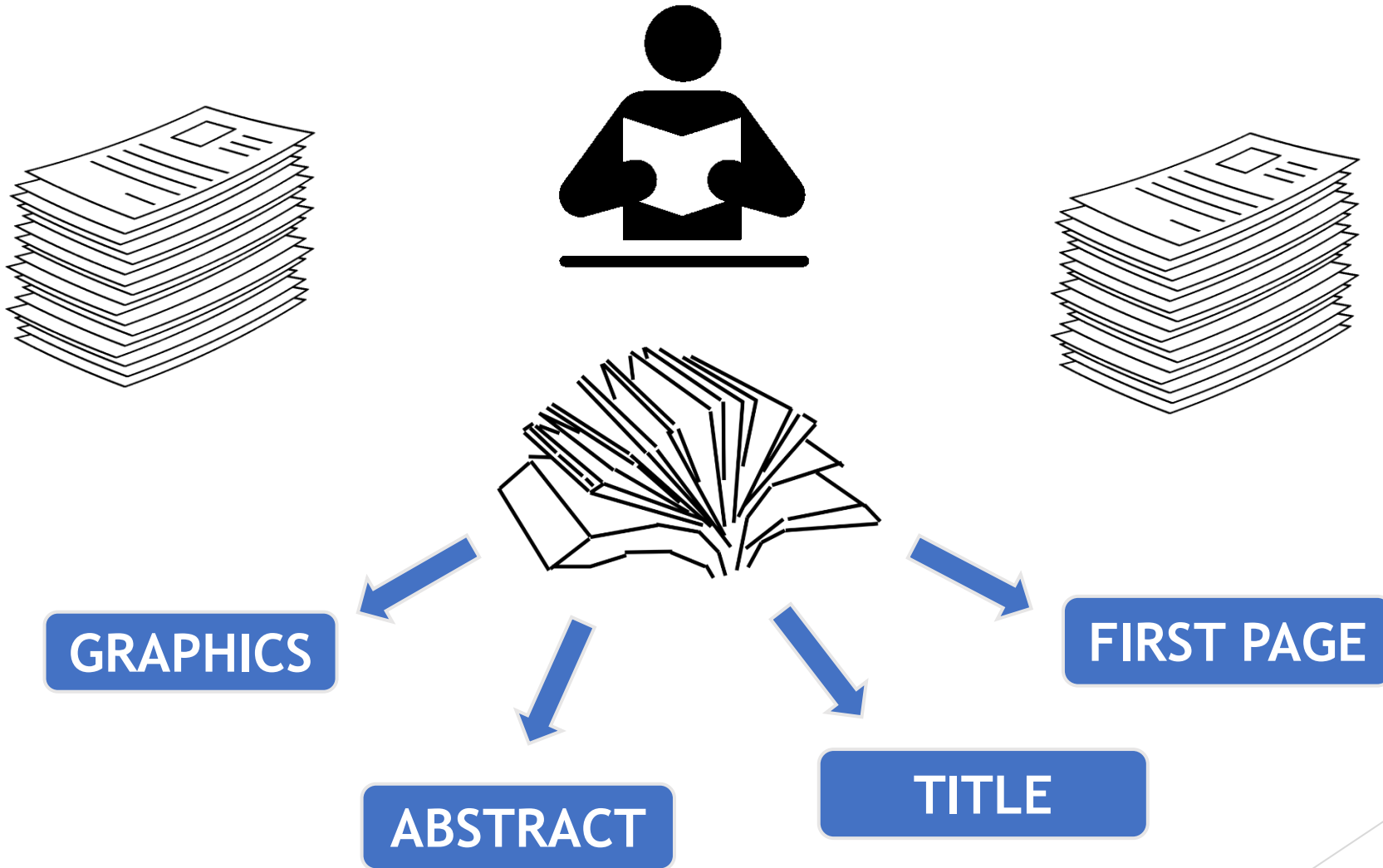
Requested Start Dates vs. Actual start dates





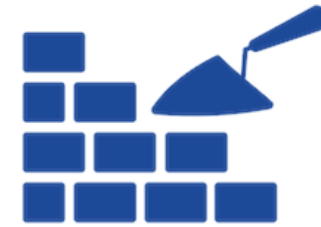
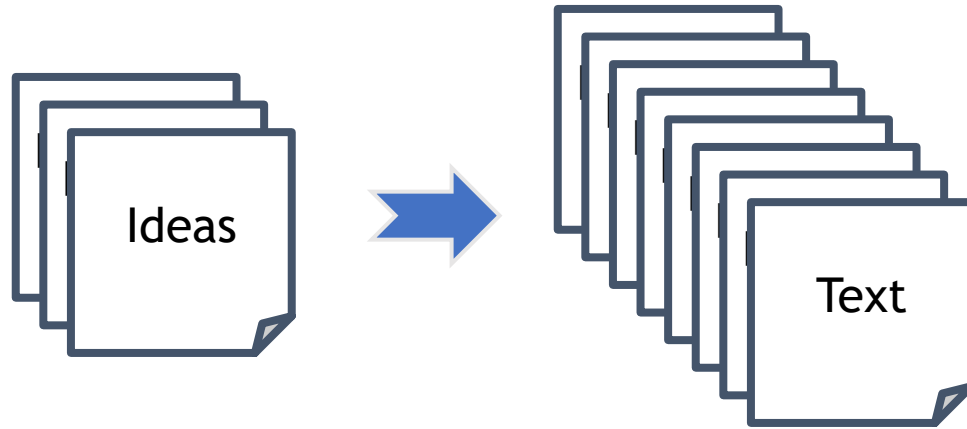
NOW WRITE | *Writing an SBIR/STTR Proposal*

UNDERSTANDING REVIEWER'S POINTS OF ENTRY

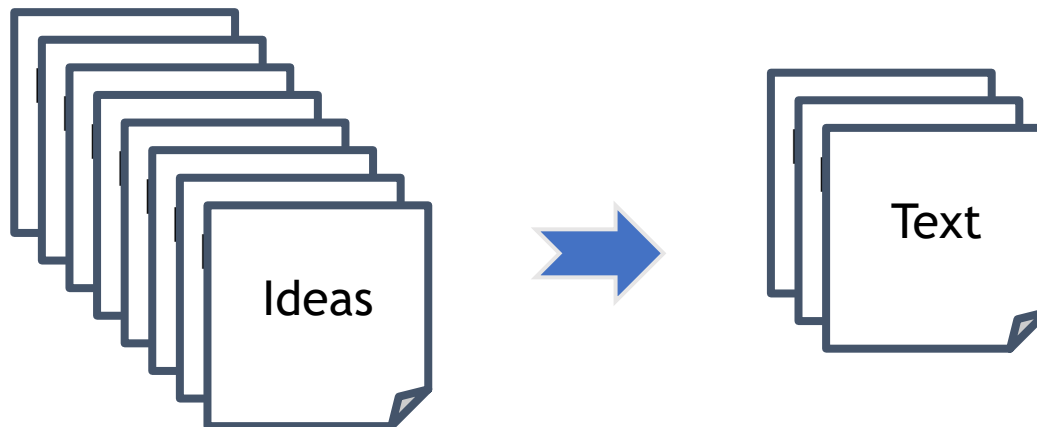


RESEARCH PROPOSAL WRITING

HOW YOU ARE TAUGHT TO WRITE IN SCHOOL



EFFECTIVE RESEARCH PROPOSAL WRITING



HOW SHOULD I WRITE A PROPOSAL?

- ▶ A proposal is written in a similar style as a peer-reviewed journal article...
- ▶ ...BUT is NOT an academic exploration
 - it needs concrete goals, objectives, and measures of success
- ▶ Write concisely
- ▶ Use visuals to convey big ideas
 - ▶ Mock-up interfaces to software
- ▶ Cite your peers (especially if they might be reviewers)
 - ▶ Show you understand the field
- ▶ Avoid sloppy mistakes



EVEN SMART PEOPLE ARE BAD WITH NUMBERS

20/100 or 20% or 0.2 or 1/5

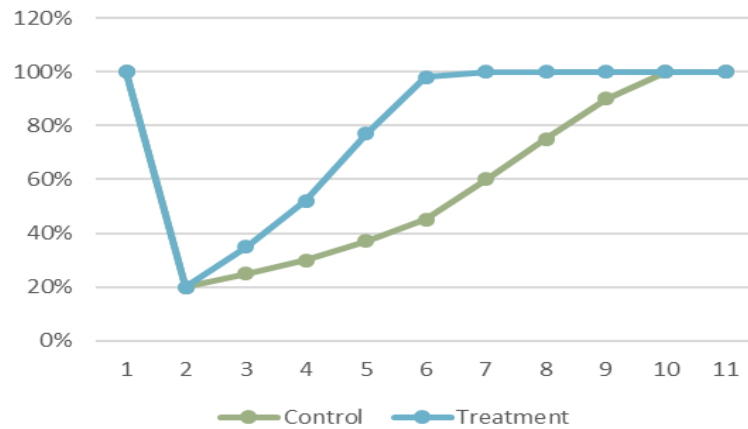
A telling example of innumeracy levels in society involves a study of clinicians (who represent a sample with education levels representative of reviewers) who were asked to consider the release of a psychiatric patient. When told that that 20 of 100 similar patients could be expected to commit an act of violence if released, 41% refused to discharge the patient. However, when instead told that 20% of similar patients could be expected to commit an act of violence if released, only 21% refused to discharge the patient.

Slovic, P., J. Monahan, and D.G. MacGregor, *Violence risk assessment and risk communication: the effects of using actual cases, providing instruction, and employing probability versus frequency formats*. *Law Hum Behav*, 2000. 24(3): p. 271-96.

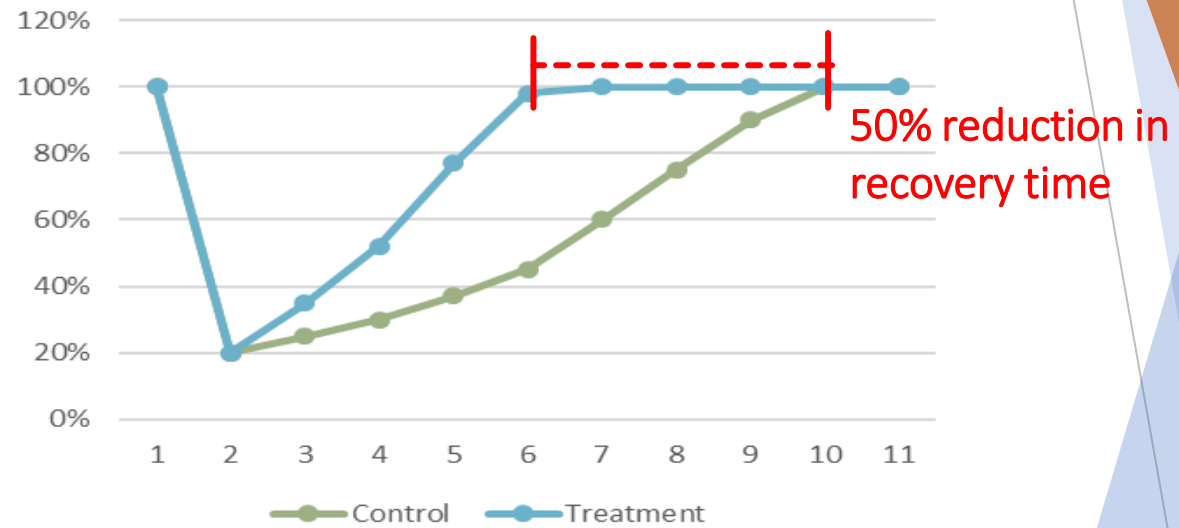


CONTROL THE NARRATIVE

FUNCTIONAL ABILITY



FUNCTIONAL ABILITY



PHASE II IS EVERYTHING |

- ▶ *Winning a Phase I makes your mom proud of you, winning a Phase II changes the value of your company*



KEYS TO SUCCESSFUL PHASE II

- ▶ **STARTS WITH A GOOD PHASE I**

- ▶ **HAVE A PHASE I DESIGNED TO CHANGE THE NARRATIVE AND PRODUCE INTERESTING DATA**
(which may change the order in which you do things)

- ▶ **EVERYTHING YOU DO IN PHASE I IS ABOUT WINNING PHASE II!!!**

- ▶ Adjust plans as required

- ▶ Create data that supports Phase II proposal

- ▶ Understand tradeoff between submission time and success rate

- ▶ **TWO BIGGEST GAME CHANGERS**

- ▶ Raise money during Phase I

- ▶ Move from talk to action with 3rd Parties
(i.e. secure pilot customers/users during Phase I)

IMPORTANCE OF COMMERCIALIZATION



TECHNOLOGY PUSH

- ▶ Define why the technology creates a new product category
- ▶ Make the case the customers need what they don't know the need
- ▶ Only works with truly transformative disruptive technologies

“If I had asked people what they wanted, they would have said faster horses” - Henry Ford





DOING IT RIGHT| *Ensure
your SBIR/STTR effort adds
value to your start-up. SBIR*

- ▶ *is a means not an end!*



WHY ARE YOU INTERESTED IN SBIR FUNDING?

YOU ARE A TOAD...AND YOU HAVE WARTS!

- ▶ Too risky
- ▶ Too early
- ▶ Unproven Team
- ▶ Unproven Market
- ▶ Unproven Technology
- ▶ Limited or no resources

YOU ARE A TOAD WITH WARTS, NOT A FROG PRINCE



*SBIR/STTR can help you remove enough warts
so Investors, Partners, & Customers will Shake your hand!*

YOU ARE A TOAD WITH WARTS NOT A FROG PRINCE



- Too risky
- Too early
- Unproven Team
- Unproven Market
- Unproven Technology
- Limited or no resources

- Remove risk
- Advance technology
- Develop applications for technology
- 3rd party validation

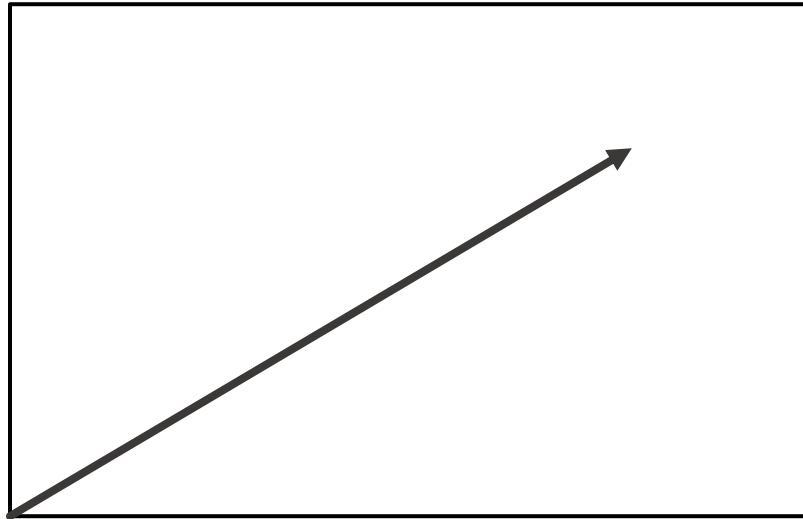
- Investors
- Partners
- Customers
- Future Employees

RAISE MONEY FROM POSITION OF STRENGTH

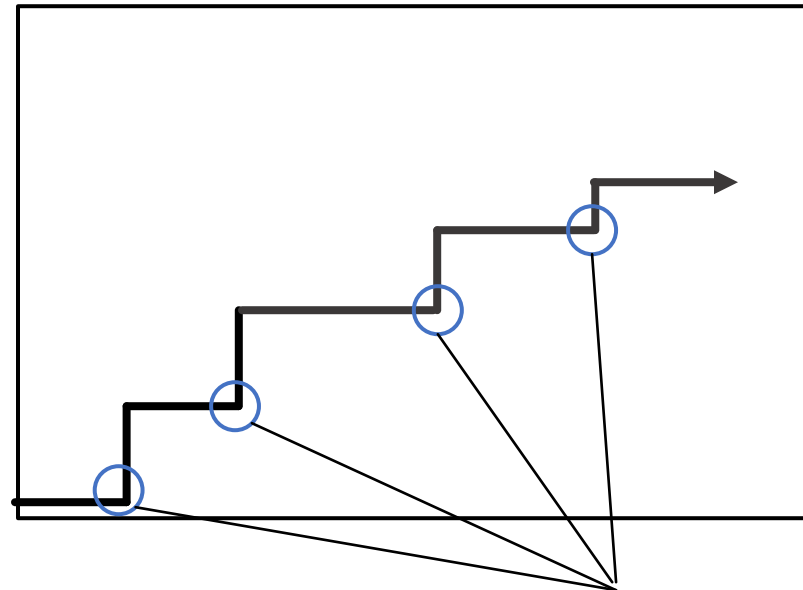


UNDERSTAND THE STEP FUNCTIONS

RARE



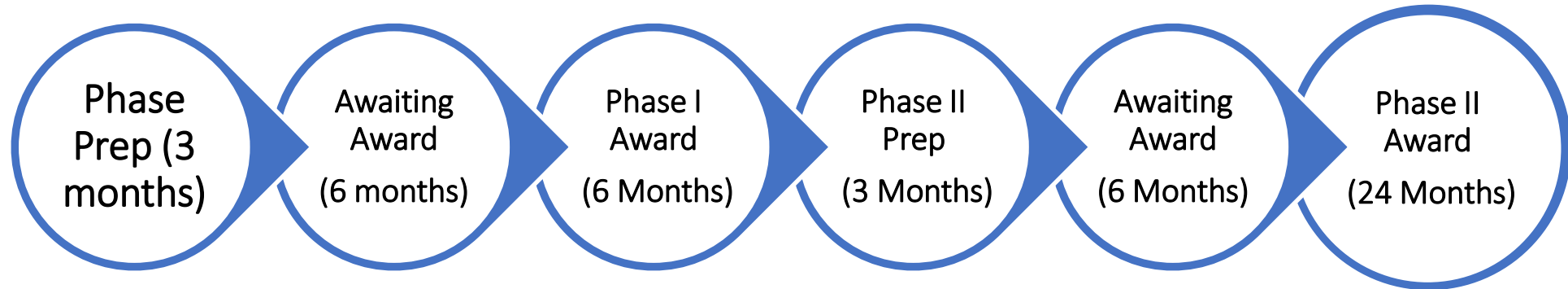
TYPICAL



Inflection points

You need to understand the inflection points that change the perspective of investors, customers, and partners...and build your SBIR/STTR around them

UNDERSTAND THE TIMING



← 4+ Year Process →

OTHER ISSUES

- 
- Government Data Rights
 - Government Accounting Rules
 - Reporting Requirements
 - Cashflow Issues (most awards work on reimbursement basis)
 - SBIR/STTR funding is sloooooooooooooow!!!
 - Relying Solely on Government Grants is a Bad Strategy

EVOLVING LANDSCAPE

FOREIGN DISCLOSURE

Legislative Requirement	Due Diligence Dimension	Foreign Involvement Determination	No Foreign Involvement Determination
Foreign Ownership	Foreign Ownership and Control	Confirmed indicators of active (ongoing) partnership or a controlling equity, joint venture, and/or subsidiary in a foreign country of concern	No confirmed indicators of active (within 1 year) partnership or a controlling equity, joint venture, and/or subsidiary in a country of concern
Financial Ties & Obligations to a Foreign Country of Concern	Financial Obligations	Confirmed indicators of active (ongoing) foreign financial obligations with a foreign country of concern , person residing in a foreign country of concern, or an entity affiliated with a country of concern	No confirmed indicators of active (within 1 year) foreign financial obligations with a foreign country of concern , person residing in a foreign country of concern, or an entity affiliated with a country of concern
Employee Analysis	Foreign Talent Program	Confirmed indicators of current or past participation in a malign foreign talent recruitment program (defined by section 10638 of the Research and Development, Competition, and Innovation Act; Public Law 117-167)	No confirmed indicators of current or past (within 1 year) participation in a malign foreign talent recruitment program (defined by section 10638 of the Research and Development, Competition, and Innovation Act; Public Law 117-167)
	Foreign Affiliations	Confirmed indicators of a recent affiliation (within 1 year) with an entity or research institution affiliated with a foreign country of concern	No confirmed indicators of recent affiliation (within 1 year) with an entity or research institution affiliated with a foreign country of concern
Cybersecurity Practices	Cybersecurity Concerns	Confirmed foreign IP activity (within 1 year) indicative of business operations in a foreign country of concern or using IT software, hardware, and/or services from a U.S.G. prohibited vendor or from an IT vendor from a foreign country of concern	No confirmed foreign IP activity (within 1 year) indicative of business operations in a foreign country of concern or using IT software, hardware, and/or services from a U.S.G. prohibited vendor or from an IT vendor from a foreign country of concern
Patent Analysis	Foreign Patents	Confirmed patent application(s) or patent(s) based on research funded by the U.S. Government that were filed within the last 5 years in a foreign country of concern prior to filing in the U.S. or filed on behalf of a foreign country of concern connected entity	No confirmed patent application(s) or patent(s) based on research funded by the U.S. Government that were filed within the last 5 years in a foreign country of concern prior to filing in the U.S. or filed on behalf of a foreign country of concern connected entity

Foreign Countries of Concern

- **China**
- **Russia**
- **Iran**
- **North Korea**

Chinese CROs unofficially blacklisted at NIH:

- **BGI Genomics**
- **Complete Genomics (subsidiary of MGI Tech)**
- **WuXi**
- **NGI Tech**

USG prohibited information technology companies:

- **Huawei Technologies Company**
- **ZTE Corporation**
- **Hytera Communications Corporation**
- **Hangzhou Hikvision Digital Technology Company**
- **Dahua Technology Company**

ADMINISTRATION IMPACTS - Overview

- **SBIR/STTR RE-AUTHORIZATION JUST RECENTLY**
- **SHIFTS IN ADMINISTRATION PRIORITIES**
 - Link your value proposition to administration priorities
- **SIGNIFICANT CHANGES IN PROGRAM MANAGERS**
- **SIGNIFICANT DELAYS (e.g. USDA, DoE)**
- **CHANGES HAPPENING RAPIDLY (WE POST ON THE REGULARLY ON LINKEDIN)**



Kirk Macolini
President at InteliSpark,
LLC, SBIR & STTR Expert...





THE END | *Questions?*

WANT TO SCHEDULE A 1-ON-1?

<https://calendly.com/intelispark/intro>



SUNY STARTUP
SUMMER SCHOOL

THANK YOU

Please answer the Zoom poll question

Recording will be sent within 24 hours

Don't forget to connect with us on [LinkedIn](#)

Reach out with any questions, issues or ideas

SEE YOU NEXT
WEEK FOR

Mastering Startup Agreements & Exit Strategies