

# Starting Small and Dreaming Big

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DEVELOPING COLLABORATIVE GRANTSMANSHIP AT SMALL UNIVERSITIES

WHITNEY GRAY, MA  
NOVEMBER 2015



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# Learning Outcomes

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IDENTIFICATION OF KEY CONSIDERATIONS FOR DEVELOPING A GRANTS OFFICE  
DETERMINATION OF CAPACITY TO EFFECTIVELY ENGAGE IN GRANTSMANSHIP  
DEVELOPMENT OF COLLABORATIVE PARTNERSHIPS  
DEVELOPMENT OF COMPETITIVE PROPOSALS ALIGNED WITH ORGANIZATIONAL PRIORITIES



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# Introductions

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## About the Presenter – Whitney Gray

MA in Organization Administration (2006) from MidAmerica Nazarene University (MNU)

Manager of Grants and Special Projects at MNU since 2007

Co-Project Director of \$10 million Title III grant

Proposal Development Strengths

- Logic model
- Budget and justification
- Technical aspects of application
- Institutional data collection



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## MidAmerica Nazarene University (Olathe, KS)

- Mission: to be a transformative university that nurtures Christlike community, pursues academic excellence, and cultivates a passion to serve.
- Christian, private, liberal arts university
- Total enrollment of 1,900
- 40 undergraduate degrees, 6 graduate degrees, and 2 post-graduate certificates offered
- 225 full time faculty and staff
- \$30 million annual budget



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## Getting to Know You



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## Starting Small

IDENTIFICATION OF KEY CONSIDERATIONS FOR DEVELOPING A GRANTS OFFICE




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## Continuum of Grant Capacity



Ott, Sarah. "The Grant Funding Capacity Continuum: How Individuals Can Build Your Institution." Weblog post. *Hanover Research*. N.p., n.d. Web. 09 July 2015. <<http://www.hanoverresearch.com/insights/the-grant-funding-capacity-continuum-how-individuals-can-build-your-institution/>>

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## Infrastructure



### POLICIES AND PROCEDURES

#### Pre Award

- Signing Authority

#### Award Implementation

- Media and Public Dissemination of Grant Activities
- Purchasing and Procurement

#### Post Award

- Project Close Out
- Document Retention / Destruction

#### Reporting Structures and Practices

### OTHER

#### Strategic Plan

#### Annual 3<sup>rd</sup> Party Audit

#### IRS-990

#### Administration Support

#### Governing Board Engagement with Grantsmanship

#### Determination of Departmental Oversight

#### Access to Institutional Data

- Demographics
- Programmatic
- Financial Statements




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## Research and Experience



**Available Personnel**

- Faculty
- Staff
- Administrators


**Professional Development**

- For the Grant Professional
- For Everyone Else

**Motivation**

- Professional Growth
- Compensation
- Change Agent
- Recognition Among Peers
- Promotion / Tenure

"We don't have anyone."   "I don't know how to start"   "I'm willing to learn"   "I have lots of experience from a previous institution"




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## Facilities & Equipment



**COMMUNICATIONS**  
INFORMATION PRESERVATION  
SECURITY  
SHARING HARDWARE  
SHARING DATA  
SHARING FILES  
SHARING INFORMATION  
SHARING SOFTWARE


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## Institutional Context and Culture

**WHERE WE STARTED**      **WHERE WE WANTED TO GO**





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## Breaking Down Silos and Building Bridges

<p><b>ADVANCEMENT PERSPECTIVE</b></p> <p>"The concept that someone other than the grant professional can assume responsibility for some tasks in the grant process is a radical one for many organizations."</p> <p><b>Assumption: My university has a "grant writer."</b></p>	<p><b>ACADEMIC PERSPECTIVE</b></p> <p>"Grant professionals need to look to the people in their organizations to take up some of the grant load, and not only to shoulder more of the work, but to do it well and successfully."</p> <p><b>Assumption: The "grant writer" is the expert.</b></p>
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GPA logo: Grant Professionals Association

NOTE: R. (2015). THE GRANT LAB EXPERIMENT: CREATING A GRANT WRITING LABORATORY. JOURNAL OF THE GRANT PROFESSIONALS ASSOCIATION, 9 (1), 88-98.

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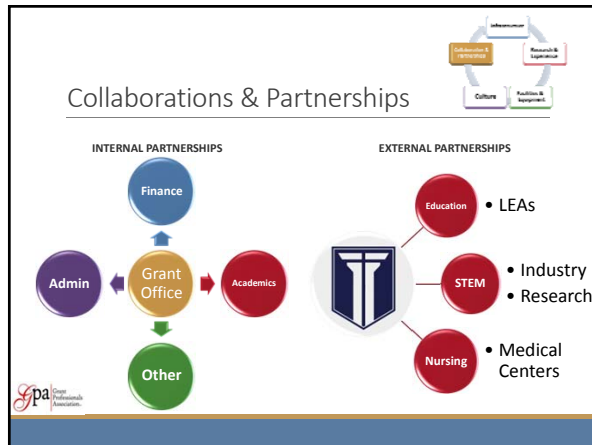
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## Questions?

GPA logo: Grant Professionals Association

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# Dreaming Big

BUILDING CAPACITY TO EFFECTIVELY ENGAGE IN GRANTSMANSHIP  
DEVELOPMENT OF COLLABORATIVE PARTNERSHIPS  
DEVELOPING COMPETITIVE PROPOSALS ALIGNED WITH ORGANIZATION PRIORITIES

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# Applying the Good to Great Principles

Collins, J. *Good to Great and the Social Sectors*. Boulder, CO. 2005.

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# Strategies for Change

- Centralized grants office**
  - Advancement
  - Collection of commonly requested institutional documents
- Dedicated FTE(s) to grantsmanship**
  - Advancement = 1
  - Business Office = 1
  - Academics = Varies, depending on proposal
- Strategic Plan Development**
  - SMART goals
- Financial oversight and financial understanding of grant awards**
  - Accounting codes in University's general ledger (Banner)
  - Implementation of Amplifund grant management software
- Indirect cost rate negotiation and agreement**
- Development and implementation of policies and procedures**
- Awareness of Federal requirements (EDGAR, OMB, COFAR, etc.)**
- Ongoing – web presence for grants**

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## Strategies for Change

**Professional Development in Grantsmanship**

- GPA
- The Grantsmanship Center
- Compression Planning
- Theory of Change Logic Model
- Budgeting

**Faculty Engagement**

- Grant projects reflect department priorities
- Load release for grant management
- Grant-funded stipends, when possible
- Public recognition in *Accent Magazine*
- Scholarship focus includes grant development
- New in 2015 → grantsmanship included in promotion/tenure


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## Workload Impact


### Academic and Advancement Perspectives

**ACADEMIC PERSPECTIVE**

- Time spent on projects of a particular scholarly interest
- Less time for class prep
- Additional time for research
- Balance between University contracted activities and other academic pursuits
- Added depth of discipline knowledge
- Added skill set of program development

**ADVANCEMENT PERSPECTIVE**

- Less Time for Advancement-Specific Projects
- 1.0 FTE Raising Annual Support that Affects the Bottom Line Differently
- Added Skill Set for Development Team




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## Strategies for Change

**Incorporate Upgraded Technology Into Proposals**



- Education → iPads and MacBooks
- Nursing → Simulator Equipment
- Title III → Entire IT Network

**Host Program Officers On Site**

- Archives → Climate Control System

**Propose a More Cost Effective Pilot**

- Library → Collaboration Station


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## Strategies for Change



**Shift from Silo Thinking and Acting to Bridge Thinking and Acting**

- Grantsmanship Team Minimum: Advancement, Academics, Finance
- Grant Professional Links Proposals Between Departments For Increased Synergy


**Setting Realistic Expectations for Grant Production**

- 1 in 5 Rule → Culture of Effort and Improvement
- 30 Day Rule → Mutual Awareness of Priorities
- 360° Evaluation → Culture of Accountability
- Reasonable Performance Metrics for Grant Professional
- Understanding of Grant Revenue as "Icing on the Cake" in MOST Instances

**University's Lack Of \_\_\_\_\_ to University as a Community Change Agent**

- Implementation of Theory of Change Logic Model
- Implementation of Project Profile

*"Just because we are a small, private Christian Liberal Arts University does not mean we cannot go after grants. We do not have to give up our mission nor our Christian perspective to receive grants. Grants allow us to step outside of our box and dream a bit and do things differently, engage us to imagine because we aren't using the university's money for the specialized programming. This is a huge culture shift for many of our faculty and staff."*




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## Setting Relevant Grant Production Expectations

**Infrastructure**

- # of policies / procedures prepared
- # of grant proposals submitted
- Development of a grants calendar and / or "tickle file"

**Research & Experience**

- # of funding agencies identified
- # of projects initiated in support of faculty initiatives and department priorities
- Increased professional development in the area of grantsmanship

**Facilities & Equipment**


- Increased knowledge of specialized equipment and replacement & maintenance timetables

**Culture**

- Increased communication initiated between departments
- Positive feedback from collaborators on the grant development process
- Increased faculty engagement with grantsmanship

**Partnerships & Collaboration**

- # of proposals submitted as a collaboration between two or more departments
- # of proposals submitted in collaboration with community partner(s)




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## Strategies for Change



**Clear Delineation of Roles and Responsibilities**

- Grantsmanship Team Minimum: Advancement, Academics, Finance
- Understanding of Individual Strengths and Weaknesses
- Determine University's Authorizing Official
- Determine Who Will Write Each Part of the Proposal and Agree to a Schedule

**Collaboration Between Academic Departments**

- Compression Planning
- Grant Professional Actively Cultivates Relationships
- Grant Professional Serves as Liaison Between Departments

**Partnership with Community Organizations**

- Understanding of Sub-Recipient Monitoring
- Project Director Builds Partnerships with External Organizations




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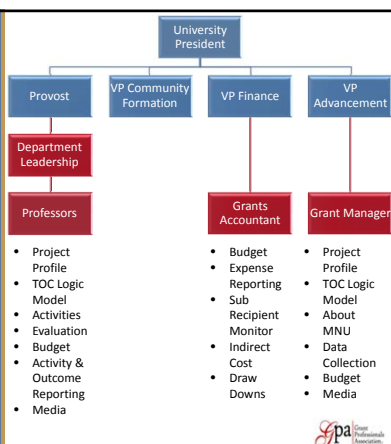
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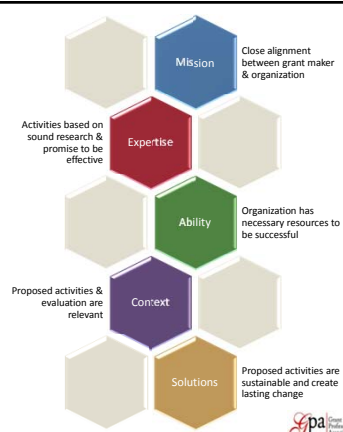
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## Roles and Responsibilities in a Collaborative Model



## What Makes a Proposal Competitive?



## At the End of the Day . . . Our Results



2.0 FTE Dedicated to Grants  
16 Faculty Members  
6-10 Active Proposals  
Averaging About \$1.5 - \$2.0 Million /  
Year in Grant Revenue

1 Faculty Member  
1 Active Grant  
About \$400K / Year In Grant Revenue

## Continuing to Dream Big . . .

Faculty Engagement  
Public Dissemination of Outcomes and Positive Impact  
Compression Planning and Team Building While Working Remotely  
Increased Grant Awards from Non-Federal Sources  
Replacing Grant Revenue for Long Term Sustainability of Previously Funded Projects / Programs  
Maximizing the Use of our Grant Management Software

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## Questions?

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## Available Resources

CONTACT INFORMATION	RECOMMENDED RESOURCES
Whitney Gray, MA Manager of Grants and Special Projects MidAmerica Nazarene University Office: 913-971-3374 Email: <a href="mailto:wbgray@mnu.edu">wbgray@mnu.edu</a>	Storytelling for Grantseekers (Clarke) Writing Winning Grants Step by Step (Carlson) Grantwriting Beyond the Basics – Successful Program Evaluation (Wells) Good to Great And the Social Sectors (Collins) Contact Whitney for Examples of Policies, Procedures, and Forms CLASP Listserv (Contact Whitney for more info and membership invitation)

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