Starting Small and Dreaming Big

DEVELOPING COLLABORATIVE GRANTSMANSHIP AT SMALL UNIVERSITIES

WHITNEY GRAY, MA
NOVEMBER 2015

Learning Outcomes

- Identification of key considerations for developing a grants office
- Determination of capacity to effectively engage in grantmanship
- Development of collaborative partnerships
- Development of competitive proposals aligned with organizational priorities

Introductions
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

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

Getting to Know You

Culture Capacity Collaboration
Starting Small

IDENTIFICATION OF KEY CONSIDERATIONS FOR DEVELOPING A GRANTS OFFICE

Continuum of Grant Capacity

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 3rd Party Audit
IRS-990
- Administration Support
- Determination of Departmental Oversight

Access to Institutional Data
- Demographics
- Programmatic
- Financial Statements
Breaking Down Silos and Building Bridges

ADVANCEMENT PERSPECTIVE

"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."

Assumption: My university has a "grant writer."

ACADEMIC PERSPECTIVE

"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."

Assumption: The "grant writer" is the expert.

Collaborations & Partnerships

INTERNAL PARTNERSHIPS

- Finance
- Admin
- Grant Office
- Academics

EXTERNAL PARTNERSHIPS

- LEAs
- Industry
- Research
- Medical Centers

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

Applying the Good to Great Principles


Strategies for Change
- Central grants office
  - Advancement
    - Collaborative campus-wide approach to research documents
  - Dedicated FTE(s) to grantmanship
    - Business Office = 1
      - Academics & Vice, depending on proposal
- Strategic Plans Development
  - SMART goals
- Financial oversight and financial understanding of grant awards
  - Accounting Code & University / General Ledger
  - 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

Your Successful Strategies
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

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
Strategies for Change

Shift from Silo Thinking and Acting to Bridge Thinking and Acting
- 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
- Reusable 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 can’t do big things. We do not have to give up our mission or 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.”

Setting Relevant Grant Production Expectations

Infrastructure
- # of policies / procedures prepared
- # of grant proposals submitted
- Development of a grants calendar and/or “to-do list”

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 and 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)

Strategies for Change

Clear Delineation of Roles and Responsibilities
- Grant Professional 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 Activity Cultivates Relationships
- Grant Professionals Serve as Liaisons between Departments

Partnership with Community Organizations
- Understanding of Subrecipient Monitoring
- Project Director Builds Partnerships with External Organizations
Roles and Responsibilities in a Collaborative Model

- University President
  - VP Finance
  - VP Community Engagement
  - Provost
  - Department Leadership
    - Professors
    - Grants Administrator
    - Grant Manager
  - VP Advancement
  - VP Community Engagement
  
  - Project Profile
  - TOC Logic Model
  - Activities
  - Evaluation
  - Budget
  - Activity & Outcome Reporting
  - Media
  - Budget
  - Expense Reporting
  - Sub Recipient Monitor
  - Indirect Cost Draw Downs
  - Media
  - Budget
  - Expense Reporting
  - Sub Recipient Monitor
  - Indirect Cost Draw Downs

What Makes a Proposal Competitive?
- Mission: Close alignment between grant maker & organization
- Expertise: Activities based on sound research & promise to be effective
- Ability: Organization has necessary resources to be successful
- Context: Proposed activities & evaluation are relevant
- Solutions: Proposed activities are sustainable & create lasting change

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

Questions?

Available Resources

CONTACT INFORMATION
Whitney Gray, MA
Manager of Grants and Special Projects
MidAmerica Nazarene University
Office: 913-971-3274
Email: wbgray@mnu.edu

RECOMMENDED RESOURCES
- 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)