

# Assessment Cycle 2023-2024

## Sponsored Programs Office

**Division or Department:** Business Affairs

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**Northwestern Mission.** Northwestern State University is a responsive, student-oriented institution committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

**Sponsored Programs Office Mission.** The mission of Northwestern State University's Sponsored Programs Office (SPO) is to nurture and grow the sponsored-programs enterprise at NSU in accordance with the University's overall mission. SPO offers faculty assistance in: (a) identifying funding opportunities; (b) developing grant applications for submission to external funding agencies; and (c) implementing funded projects. SPO will work with faculty to encourage the inclusion of undergraduate and graduate students in their sponsored projects and activities.

**Methodology:** The assessment process includes:

- (1) Data from assessment tools (direct & indirect and quantitative & qualitative) are collected and returned to the director and stored by the director in secure digital format.
- (2) The director and support staff will analyze the data to determine whether the applicable outcomes are met.
- (3) Results from the assessment will be discussed with the appropriate staff and reported to the Chief Financial Officer of Business Affairs.
- (4) Individual meetings will be held with staff as required to address identified concerns.
- (5) The director, in consultation with the staff and senior leadership, will determine proposed changes to measurable outcomes, assessment tools for the next assessment period and, where needed, service changes.

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## Service Outcomes

**SO1.** SPO ensures a collaborative partnership with faculty and administration to increase the number of proposals submitted to external sponsoring agencies. SPO will accommodate 100% of faculty requests for assistance and use funding search databases such as Grants.gov, Grants Resource Center, program websites, etc. to increase the number of proposals submitted. These actions are monitored via Office calendar entries and/or email distributions.

**Measure 1.1.** SPO complies with the university growth expectations of a 10% increase in proposal submission to external agencies, determined at fiscal year-end.

**Finding:** Target was met.

Number of Submitted Proposals		
Fiscal Year	Target	Actual
2019-2020	50	55
2020-2021	55	61
2021-2022	60	50
2022-2023	60	64
2023-2024	66	66
2024-2025	73	

### Analysis.

In AC 2022-2023, the target of 60 proposal submissions during the fiscal year was met. SPO sustained the alliance with a Grants Coordinator from each of the College of Education, College of Business and Technology, College of Nursing and Allied Health, and College of Arts and Sciences. The collaboration between SPO staff and the Grants Coordinators deemed a success because it effectively served as an outreach initiative within departments as a (1) strategic dissemination of funding opportunities and (2) reinforcement of grant writing support from the designated Grant Coordinator and the Sponsored Programs Office.

Although SPO had the necessary tools and resources to educate faculty/staff on proposal preparations and grant writing skills, we lacked the desired interdepartmental connection needed to identify individuals most likely to engage in applying for and managing external funding. The Grants Coordinators were influential in bridging some of this divide.

Based on the analysis of the AC 2022-2023 results, SPO made the following changes in AC 2023-2024 to drive the cycle of improvement. As funding opportunities arose, SPO solicited funding announcements to Grants Coordinators as well as the Deans and Department Heads before sending the announcement for global distribution on the university's Messenger platform. SPO received a better response rate when sending targeted announcements to departments versus sending multiple opportunities that may or may not suit their departmental needs. It was intended to add a Frequently-Asked-Questions (FAQ) section to SPO's webpage as a supplemental resource for information, but this task was not completed.

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As a result of these changes, in AC 2023-2024, the target was met. Most faculty and staff have experienced an increase in their workload and being tasked with the additional duties of seeking and maintaining external funding was not always feasible. Additionally, the restructuring of the Sponsored Programs Office to combine with the Purchasing Office limited the active involvement of SPO's outreach opportunities to its faculty and staff. Despite these challenges, faculty and staff persevered and submitted 66 proposals to external funding agencies.

### Decision.

In AC 2023-2024 the target was met. Based on information gathered from analysis of the AC 2023-2024 results, SPO will implement the following changes in AC 2024-2025 to drive the cycle of improvement. SPO will investigate additional funding search engines, sign up for agency-specific newsletters for updated grant and funding opportunities, and develop a Frequently-Asked-Questions (FAQs) section as a supplemental resource to the SPO webpage. SPO will collaborate with Grant Coordinators to identify commonly asked questions and concerns and provide responses that will assist faculty and staff during the grant writing process. A discussion will be held at the end of June 2025 to determine the overall effectiveness of this additional reference tool.

These changes will provide faculty and staff with tools and resources for effective grant writing and push productiveness in the number of grant submissions, thereby continuing to push the cycle of improvement forward. To comply with the university's growth expectation of a 10% increase, the 2024-2025 target goal will be 73 proposal submissions.

**SO2.** SPO ensures an increase in external dollars received from submitted proposals by faculty, staff, and administration.

**Measure 2.1.** SPO complies with a target goal of 15% increase of external dollars received at fiscal year-end.

**Finding:** Target has been met.

External Grant Funding Totals		
Fiscal Year	Target	Received
2019-2020	\$5.6m	\$5.6m
2020-2021	\$6.4m	\$8.9m
2021-2022	\$7.4m	\$2.4m
2022-2023	\$2.8m	\$8.5m
2023-2024	\$7.3m	\$20.2
2024-2025	\$8.4m	

### Analysis.

In AC 2022-2023, the target was met and exceeded. The Sponsored Programs Office leveraged the Director's additional role as the ULS Research and Grants Content Expert as a promotional tool for soliciting funding opportunity announcements, grant search engine trainings, and for communicating and

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encouraging system-wide initiatives. Faculty and staff were presented with these valuable resources which resulted in a growth in external funding. There was also an increase in the number of grant recipients securing larger amounts of funding over a multi-year period.

Based on the analysis of AC 2022-2023 results, SPO implemented the following changes in AC 2023-24 to drive the cycle of improvement. SPO provided support to Grant Coordinators with periodically scheduled meetings and/or email correspondence for a needs assessment, solicited training and informative sessions as opportunities arose, and utilized the success of the grant consulting partnership with Merchant and McIntyre Associates, LLC for communicating and encouraging system-wide initiatives. The grant consultants target federal sponsoring agencies and appropriations which historically are highly competitive but also includes an increased range of awarded funding.

In AC 2023-2024, the target was met. Through the collaborative efforts with Merchant & McIntyre, LLC, a \$2.1 million project was recommended for funding by the Small Business Administration for the NSU Entrepreneurial Innovation Center. The NSU Child and Family Network received a \$6.4 million dollar award from the Louisiana Department of Education for its Statewide Scholarship Program for Louisiana Pathways program. Additionally, the Social Work department received its \$3.3 million dollar subaward from Southeastern Louisiana University for its Title IV-E Child Welfare Scholars Program.

These changes increased the faculty's knowledge of available internal and external resources that aided in increasing the number of competitive proposals needed to secure financial funding from external sponsoring agencies.

### **Decision.**

In AC 2023-2024, the target was met. Based on information gathered from analysis of the AC 2023-2024 data, SPO will implement the following changes in AC 2024-2025 to drive the cycle of improvement. SPO will collaborate with Merchant and McIntyre Associates, LLC and faculty to secure future federal funding as identify smaller, more obtainable funding opportunities, and solicit agency-specific trainings and informative sessions as opportunities arise. The Director actively participates in bi-weekly discussions between the external grants consulting firm and members of the NSU Administration to remain informed of current and pending initiatives.

SPO will additionally utilize the Grants Coordinators for supplemental support and outreach initiatives as well as to raise awareness of sponsored programs policies and procedures. SPO will work in combination with administration, faculty, staff, and consultants to reach the goal of a 15% increase in external dollars received by the end of the fiscal year.

These changes will improve the faculty and staff's availability of grant-related tools and resources needed to increase proposal competitiveness thereby resulting in an increase in external funding.

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**Measure 2.2** SPO enforces a 100% internal deadline date requirement on its internal routing form, managed by Office calendar and deadline reminders, thus providing timely review and feedback for quality assurance of proposals with 14 support meetings each fiscal year.

**Finding:** Target was met.

Proposal Meetings	2019/20	2020/21	2021/22	2022/23	2023/24
1 <sup>st</sup> Quarter	5	3	4	8	6
2 <sup>nd</sup> Quarter	4	4	2	4	4
3 <sup>rd</sup> Quarter	2	7	2	3	4
4 <sup>th</sup> Quarter	1	4	1	6	12

### Analysis.

In AC 2022-2023, the target was met. SPO promoted the sole use of an electronic version of the routing form to effectively and efficiently monitor sponsored programs activities. The routing form is a required internal form used to secure all administrative approvals before an application is submitted to an external agency. This two-page form is intended to accompany all required proposal materials including, but not limited to, the project narrative, budget, budget justification, and cost-sharing contributions. It gives internal reviewers and approvers relevant information about the investigators, proposed project, required resources, and the funding agency. Enforcing the use of this electronic format has lessened the response time required to obtain administrative signatures, improved response time for corrective actions, and effectively secured copies of all necessary documentation required for administrative approvals.

Based on the analysis of the AC 2022-2023 results, SPO made the following changes in AC 2023-2024 to drive the cycle of improvement. SPO educated faculty and staff on adhering to university policies and procedures which includes the completion of internal forms. The Notice of Intent and Routing Form are specific to SPO, and they enable us to research the external sponsoring agency guidelines to ensure that all deadline expectations are met.

In AC 2023-2024, the target was met. SPO found that communicating the importance of the rules helps faculty appreciate the value of the practices that are set in place. SPO offered guidance and support and remained flexible when faculty faced challenges with time sensitive requirements. These forms are in place to make certain that SPO can designate sufficient time to review the agency guidelines, review the proposal application and provide feedback, secure administrative approvals, and submit the application all within deadline timeframe.

These changes improved the relationships with faculty, reaffirmed the role each of these forms play in adhering to deadlines and producing competitive proposals for submission to external agencies, thereby continuing to push the cycle of improvement forward.

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### Decision.

In AC 2023-2024, the target was met. Based on information gathered from analysis of the AC 2023-2024 data, SPO will implement the following changes in AC 2024-2025 to drive the cycle of improvement. SPO will increase the proposal opportunity meeting goal to 14, join forces with Grants Coordinators to advocate the significance of the electronic SPO routing form to efficiently monitor sponsored programs activities, and to explain the advantages of completing the internal Notice of Intent (NOI) form. Collected information from these forms aid SPO in ensuring the applicant's proposal meets eligibility requirements, is responsive to the agency's guidelines, and meets the agency's deadline for submission.

These changes will assist SPO in its committal to have 100% of internal deadlines met as well as those established by external funding agencies to continue to push the cycle of improvement forward.

**SO3.** SPO promotes collaboration and disseminates opportunities among departments for institutional-wide projects and proposals.

**Measure 3.1.** SPO will monitor attendance and participation of collaborative focus groups supporting institutional-wide projects and/or proposals for a minimum of 5 opportunities annually.

**Finding:** Target was met.

Collaboration Sessions	2019/20	2020/21	2021/22	2022/23	2023/24
1 <sup>st</sup> Quarter	2	2	0	3	2
2 <sup>nd</sup> Quarter	0	2	0	2	0
3 <sup>rd</sup> Quarter	0	3	3	1	1
4 <sup>th</sup> Quarter	2	0	2	2	2

### Analysis.

In AC 2022-2023, the target was met. SPO staff identified and discussed funding opportunities with administration and the external grants consultants' group and used this information to establish collaborative focus groups among the academic disciplines. The goal of these collaborative efforts is to strengthen the competitiveness of proposals by the inclusion of cross-discipline alliances that result in more comprehensive, innovative, and compelling proposals.

Based on the analysis of the AC 2022-2023 results, SPO made the following changes in AC 2023-2024 to drive the cycle of improvement. SPO indicated to Deans, Department Heads, Grants Coordinators, faculty and staff that collaborations, even interdisciplinary, can increase credibility to funders. Instead of competing for separate funding and relying on one area of expertise, colleagues can emphasize to funders that they are actively working together and combining



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their resources to fill service gaps to create impactful and purpose-driven proposals.

In AC 2023-2024, the target was met. SPO Director conferred with the ULS Research and Grants Content Expert and other Sponsored Programs Directors to stay informed of any system-wide opportunities that would secure external funding. Two National Science Foundation collaborative proposals were submitted that involved out-of-state universities; however, a recommendation for funding has not been determined for one and one was not funded. The positive takeaway is that faculty are realizing that the likelihood of securing federally sponsored programs increases if they expand their reach to other universities, especially those that are more research-based institutions.

The changes applied will improve faculty and staff's awareness of collaborative efforts to maximize resources, thereby continuing to push the cycle of improvement forward.

### **Decision.**

In AC 2023-2024, the target was met. Based on information gathered from analysis of the AC 2023-2024 data, SPO will implement the following changes in AC 2024-2025 to drive the cycle of improvement. SPO will distribute funding opportunities that have a potential institutional-wide impact and propose to Deans, Department Heads, and Grant Coordinators the benefits of collaborations not only within the university but community partners as well. The involvement of stakeholders such as community members, program staff, and partner organizations can result in a more comprehensive proposal, shared pool of resources to increase the chances of success and sustainability, increased credibility, and expanded reach and impact. SPO will meet with Grant Coordinators quarterly and plan to increase the number of collaborative-based focus groups to 6.

The changes outlined will improve SPO visibility and outreach to the university and demonstrate the significance of collaboration, thereby continuing to push the cycle of improvement forward.

**Measure 3.2.** SPO will achieve a target goal of a 30% return rate with 80% of participants at 100% Satisfaction or better. Survey is administered at the end of Spring semester.

**Finding:** Target was not met.

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	2019-20	2020-21	2021-22	2022-23	2023-2024
	*survey not submitted	*survey not submitted	*ineffective response return	* 23 responses	*11 responses
<b>Response Time to Questions</b>	N/A	N/A	N/A	52% Strongly Agree	72% Strongly Agree
<b>Satisfied Responses</b>	N/A	N/A	N/A	N/A	N/A
<b>Increased Skills/Knowledge</b>	N/A	N/A	N/A	52% Increased	N/A
<b>Quality of Information</b>	N/A	N/A	N/A	52% Excellent	63.6% Excellent
<b>Overall Quality</b>	N/A	N/A	N/A	48% Excellent	72.7% Excellent

### Analysis.

In AC 2022-2023, the target was not met. The rating scale for the quality of SPO services was revised to provide a choice of Poor, Satisfactory, Good or Excellent. A 47% Excellent rate was reported for the value of services provided with 26% reporting Good. A 52% Excellent rate was reported for the quality of information provided by SPO with 26% reporting Satisfactory. This was only partial reporting, and a full copy of the survey results are provided as Appendix B. Since the survey was disseminated to all faculty/staff through Messenger and later distributed by Deans and Department Heads, it was undetermined how many faculty and staff received the survey to calculate a response rate considering only 23 responses were collected.

Based on the analysis of the AC 2022-2023 results, SPO made the following changes to drive the cycle of improvement. To increase survey participation, SPO posed that Deans and Department Heads encourage their faculty and staff to complete the survey, distributed an Evaluation survey following SPO sponsored workshops/webinars and in mid-April, and intended to recalculate the method of determining a target goal and response rates.

In AC 2023-2024, the target was not met. SPO experienced a shift in staffing that led to many tasks being overlooked during prioritization. Survey participation had not been fruitful, and no changes were made to the method of determining a target goal and increasing response rates. The evaluation survey distributed in June 2024 rendered positive results. The quality of information (63.6%) and overall quality of SPO services (72.7%) received an Excellent rating from the 11 responders. 72% of those responders indicated that they Strongly Agree that SPO responds to their inquiries in a timely manner. Other survey results indicated responders Strongly Agreed with SPO's commitment to securing external funding (63.6%) and promotion of collaborative efforts (54.5%). SPO will analyze this measure and determine its effectiveness and evaluate a desirable distribution frequency.

These changes will improve SPO's method of delivering valuable information to its faculty and conclude what services are most desirable, thereby continuing to push the cycle of improvement forward.



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### Decision.

In AC 2023-2024, the target was not met. Based on information gathered from analysis of the AC 2023-2024 data, SPO will implement the following changes in AC 2024-2025 to drive the cycle of improvement. SPO will examine the validity of the survey through the posed questions and intended responses. The purpose of this survey is to help provide data to measure SPO's accountability in providing the faculty and staff with service-related resources needed throughout the pre-award process. Since the return and participation rate is low, SPO will consult with other Sponsored Programs Directors to see if there are more effective methods of evaluating performance.

These changes will improve SPO's capacity for determining performance successes as well as identifying areas requiring improvement thereby continuing to push the cycle of improvement forward.

**SO4.** SPO will ensure opportunities for quality professional development for faculty and staff.

**Measure 4.1.** SPO will comply with a minimum of 12 professional development opportunities for faculty annually.

**Finding:** Target was met.

PD Workshops/Webinars	2019/20	2020/21	2021/22	2022/23	2023/24
1 <sup>st</sup> Quarter	6	4	3	6	2
2 <sup>nd</sup> Quarter	0	3	8	1	2
3 <sup>rd</sup> Quarter	0	2	5	0	1
4 <sup>th</sup> Quarter	1	1	10	3	7

### Analysis.

In AC 2022-2023, the target was not met due to over projection and reliance on post-Covid availability of online-based trainings and workshops. SPO reduced the target number of professional development opportunities and actively communicated professional development opportunities with faculty as they arose. When available, SPO distributed timely notifications and reminders through Messenger and group emails of the opportunities especially those that required pre-registration of the event.

Based on the analysis of the AC 2022-2023 results, SPO implemented the following changes to drive the cycle of improvement. SPO frequently advised faculty and staff to navigate external funding sources websites to view webinars and training to familiarize themselves with the agency's resources and to identify if their project aligns with the mission of the agency. Although guided by SPO, those individual professional development opportunities are incapable of being tracked.

SPO's transition to the Business Affairs division resulted in a personnel shortage that

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resulted in less time devoted to internal training as well as searching for external training to support the faculty and staff adequately. Despite these challenges, the target goal was met.

In AC 2023-2024, the target was met. SPO communicated the availability of professional development opportunities and the possibility of some being recorded for later previewing. SPO was unable to increase university-hosted training sessions to the short-staffing challenge.

These changes will improve faculty's competencies and provide them with tools, resources, and knowledge, thereby continuing to push the cycle of improvement forward.

### Decision.

In AC 2023-2024, the target was met. Based on information gathered from analysis of the AC 2023-2024 data, SPO will implement the following changes in AC 2024-2025 to drive the cycle of improvement. SPO staff will increase the target goal to 13 for the next fiscal year. Personnel transitions have led to the promotion of the Associate Director to Director and the introduction of a Sponsored Programs Coordinator. SPO will demonstrate effective communication through emails and Messenger announcements of professional development opportunities as they arise, increase university-hosted trainings sessions on SPO policies/procedures and proposal writing tips, and encourage participation with timely notifications and reminders.

SPO will work with the external grant consulting group and the Grant Coordinators to host grant writing workshops that also incorporate university grant proposal preparations and approval training. SPO maintained a membership with InfoEd Spin and will plan a training to be led by one of their program officers.

These changes will improve SPO's ability to educate its faculty on available resources and nurture the sponsored programs enterprise, thereby continuing to push the cycle of improvement forward.

**Measure 4.2.** SPO staff will participate in a minimum of 15 professional development sessions to advance their professional knowledge base.

**Finding:** Target was met.

Professional Development for SPO	2019/20	2020/21	2021/22	2022/23	2023/24
1 <sup>st</sup> Quarter	5	15	4	2	3
2 <sup>nd</sup> Quarter	2	11	3	5	2
3 <sup>rd</sup> Quarter	4	13	5	2	8
4 <sup>th</sup> Quarter	2	4	6	11	16

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### Analysis.

In AC 2022-2023, the target was met by SPO participating in job specific training from well-established funding sources as well as recently discovered funding agencies. Following last year's surge in the presentation of professional development sessions through virtual platforms, SPO's staff met the target goal and increased their knowledge base and ongoing learning practices. Changes to online submission databases occur regularly, so it is imperative to attend training sessions to stay abreast of the requirements and regulations of federal, state, and private agencies.

Based on the analysis of the AC 2022-2023 results, SPO made the following changes in AC 2023-2024 to drive the cycle of improvement. SPO staff participated in professional development informational sessions from varying sponsoring agencies of federal, state, and private sectors to remain informed of policy changes and program updates.

The Director participated in the 2024 Grants Resource Center (GRC) Virtual Funding Summit held in April 2024 which addressed the latest on funding opportunities and policy updates identified in the following sessions:

“National Institutes of Health (NIH) Research Update,”

“Spencer Foundation Update,”

“Mellon Foundation's Higher Learning Humanities Programs,”

“National Science Foundation (NSF) Policy Office Update,”

“Graduate Assistance in Areas of National Need (GAANN) Support for Graduate Students,”

“Arts Funding with the NEA,”

“Social Science Research Capacity Building for Minority-serving Institutions (MSIs),”

“Building Research Capacity with National Institutes of Health (NIH) Funding,” and

“Member-Led Discussion: Teacher Scholar Model for Undergraduate Institutions.”

In AC 2023-2024, the target was met. The Sponsored Programs Office plays a pivotal role in facilitating the management of grant related activities. Its primary function is to support researchers, provide oversight and act as intermediaries between researchers and the funding agencies. Specifically, SPO supports grant proposal development, review, and submission; award receipt and negotiation; and provides the post-award department with required documentation to implement the funded project. To help ensure compliance, financial viability, and successful project outcomes, SPO must continuously remain current on policies and procedures of federal, state, and private sponsoring agencies. This requires participation in training sessions and reviewing Request for Proposals for each proposal submission to varying agencies.

These actions improved SPO's understanding of funding agencies' guidelines which are then shared with faculty and staff thereby continuing to push the cycle of improvement forward.

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### Decision.

In AC 2023-2024, the target was met. Based on information gathered from analysis of the AC 2023-2024 data, SPO will implement the following changes in AC 2024-2025 to drive the cycle of improvement. SPO will increase its enrollment and participation in professional development endeavors to 17. As a centralized service office, SPO must remain current with modifications in grant administration systems and program regulations. SPO will attend professional development sessions as availability is announced. As funding opportunities are identified, SPO will research the agency guidelines to ensure to increase the competitiveness of proposal submissions.

These changes will improve SPO's ability to collaborate with investigators, other campus divisions, collaborating organizations, and sponsoring agencies, thereby continuing to push the cycle of improvement forward.

**Comprehensive summary of key evidence of improvements based on analysis of results.** SPO made several conclusions after reviewing the results of data analysis in AC 2022-2023 which resulted in improved faculty and staff involvement in external funding initiatives and increased SPO partnerships in AC 2023-2024.

#### Increase in Grant Proposals

- Effectiveness of Grant Coordinators and external grant consultants' partnership increased awareness of pre-award processes and grant writing productiveness. There was a total of 66 proposal submissions

#### Increase External Dollars

- Shared training and informational sessions as they became available
- Performed periodic consultations with Grants Coordinators for needs assessment and disseminated targeted funding information to optimize faculty engagement in grant opportunities
- Collaborated with external grants consultant agency and NSU Foundation and select NSU faculty members on projects focused on optimizing funding on federal and congressionally directed spending levels

#### Promote Collaboration and Disseminate Opportunities

- Conferred with the ULS Research and Grants Content Expert and other Sponsored Programs Directors to stay informed of any system-wide opportunities that would secure external funding
- Encouraged collaborations with out-of-state universities to maximize resources with research-based institutions to drive competitiveness
- Survey success was not achieved. SPO
  - (1) disseminated an Evaluation Survey in June to faculty/staff
  - (2) revised the length of the survey to decrease participation time commitment and to boost intended results

#### Quality Professional Development

- 10 Professional Development opportunities were offered
- Recorded presentations from ULS Bridge the Divide Summer Series could be viewed

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at later times as a convenience to the participants

- Virtual offerings for staff professional development encouraged more participation. 20 total Professional Development sessions attended by SPO staff

**Plan of action moving forward:** SPO examined the results of data analysis from AC 2023-2024 and will take actions to continue to improve the sponsored programs enterprise in AC 2024-2025.

### Increase in Grant Proposals

Move forward with the collaboration with Grants Coordinators to push productiveness in grant submissions. This interdepartmental outreach encourages grant writing within departments and strengthens proposal preparation and submission.

- (1) increase the target goal for number of proposal submissions to 73
- (2) consult with Grant Coordinators to ensure that commonly asked questions and concerns are included in a newly created Frequently-Asked-Questions document
- (3) investigate additional funding search engines to identify funding opportunities and notify faculty and staff of its findings
- (4) sign up for agency-specific newsletters for updated grant and funding opportunities

### Increase External Dollars

To improve faculty's knowledge of available internal and external resources thus increasing the number of competitive proposals needed to secure financial support.

- (1) provide support to Grant Coordinators with quarterly scheduled meetings for a needs assessment
- (2) target obtainable and achievable funding opportunities
- (3) work closely with the external grant consultants' firm to secure federal funding and stay abreast of congressionally appropriated funding
- (3) increase proposal opportunity meeting goal to 14

### Promote Collaboration and Disseminate Opportunities

Push forward with another year of monitoring the success of these goals:

To improve the faculty's ability to receive numerous benefits from grant writing projects and initiatives.

- (1) meet with Grant Coordinators from each college to address departmental needs and identify appropriate funding sources
- (2) consult with grant consultant group to target federal funding and align it with resources of specified academic departments
- (3) advocate the benefits of collaborations such as increased credibility, expanded reach and impact, more comprehensive proposal, and shared pool of resources to increase the chances of success and sustainability

To measure participants feedback throughout the fiscal year.

- (1) increase the distribution of surveys as opportunities become available
- (2) consult with other SPO Directors to compare other effective methods of measuring performance results

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### Distribution of Survey

- (1) distribute surveys and process responses following an SPO hosted webinar or workshop
- (2) examine the validity of the survey by the question selections and outcome of intended responses to determine success and areas of needed improvement

### Quality Professional Development

To improve the faculty's competency in their fields.

- (1) increase faculty and staff professional development offerings to 13
- (2) work in conjunction with the grant consultants' group to offer a grant writing workshop
- (3) increase SPO professional development sessions to 17