

Strategic Initiative Project Work Plan Summary

Project Name:	Developing Targeted External Grant Supports for Sponsored Research and Programs	Academic Year:	2017 –2018 / Version 3.0 (1/4/2018)
Strategic Priority:	Secure external funding by obtaining grants and contracts for university-wide strategic initiatives (TARGETED EXTERNAL GRANT SUPPORTS).	Project Leaders:	Dr. Melody Carter and Dr. Michelle Furlong
Team Members:	Nicole Harris; Melanie Poudevigne; Winifred Nweke; Ceimone Strickland; Terri Taylor-Hamrick; Pinar Gurkas, Chaogui Zhang, Sue Bingham, and Jesse Zinn		
Project Description:	Building a sponsored research and programs support structure—that provides administrative engagement, training, and recognition—for faculty, staff and students by leveraging our university-wide strategic initiatives.		
Project Goal:	<p>“Secure twenty (20) funded proposals—three per year with a baseline of five—by enhancing grants proposal writing, training engagement and support systems for faculty, staff and students by 2022.” CHANGE: “Increase the number of faculty/staff members and students engaged in PI or Co-PI participation from seven (7) to twenty (20) by 2022.”</p>		
Success Measure(s)	<p>1. Year 1—</p> <p>a. enhance proposal writing training and support systems for faculty, staff and students from 5 to 10 (100% increase). <u>Baseline Source:</u> 2014 Grants Management Proposals Submission and Funded Report Log, Business and Operations—by June 30, 2017;</p> <p>ACHEIVEMENT: Increased proposal writing support systems from 5 to 24 (380 %); Developed procedure manual (primer) for Sponsored Research and Programs that now appears on Grants and Contracts webpage; Implemented new Post-Award Conference process to improve effectiveness and efficiency.</p> <p>b. amass team to review and revise faculty personnel policy metrics and criteria to clarify “what counts” for an annual review and P&T review—related to sponsored research. <u>Baseline Sources:</u> Clayton State University Faculty Handbook (Approved May 4, 2011); College of Business Promotion and Tenure Guidelines approved by faculty vote in College of Business Meeting on January 24, 2014; College of Arts and Sciences Departmental Policies for Faculty Evaluation (2014); College of Information and Mathematical Sciences Tenure and Promotion Guidelines 2013; Department of Natural Sciences Promotion and Tenure Criteria (undated, online)—June 30, 2017;</p> <p>ACHEIVEMENT: Developed preamble for quantifying what counts for annual review of proposal and grants which received verbal acceptance from Provost, Deans Council and Faculty Senate.</p> <p>2. Year 2— strengthen support for identifying funding opportunities that leverage university-wide strategic initiatives “Big Ideas”. <u>Baseline Source:</u> Clayton State University Grants and Contracts Management Process (undated, online)—by June 30, 2018;</p>		

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	<p>ACEIVEMENT TO DATE: Presented context during Faculty Planning Week; Initiated first whitepaper for collaborative child care supports.</p> <ol style="list-style-type: none"> 3. Years 3— create opportunities for increasing faculty/staff familiarity with grants management processes to support university-wide initiatives. <u>Baseline Source:</u> Clayton State University Grants and Contracts Management Process (undated, online)—June 30, 2019; 4. Years 4—increase opportunities for faculty/staff and student recognition and awards for grantsmanship engagement to support university-wide strategic initiatives. <u>Baseline:</u> Clayton State University College of Arts and Sciences Mini-grants—by June 30, 2020; and 5. Year 5—demonstrate sustainability from prior year’s success measures (1 through 4) to increase external funding by obtaining grants and contracts for targeted university-wide strategic initiatives. <u>Baseline source:</u> Success Measure outcomes from years 1 through 4)—by June 30, 2021.
<p style="text-align: center;">Budget and Resources Needed</p>	<p>One-time funding request: all-in-one multi-office use color printer/copier for proposal document printing, \$10,000.</p> <ol style="list-style-type: none"> 1. Year 1 = \$20,000 (personnel—pre-awards coordinator: \$0; f/b: \$0; <u>travel: \$4,000</u>; equipment: \$0; supplies: \$0; <u>contractual [training and support]: \$10,000</u>; <u>other: \$6,000</u>); 2. Year 2 = \$20,000 (personnel—pre-awards coordinator, post-awards coordinator: \$; f/b: \$0; <u>travel: \$4,000</u>; equipment: \$0; supplies: \$0; <u>contractual: \$0</u>; <u>other: \$6,000</u>); 3. Years 3 = \$20,000 (personnel— pre-awards coordinator, post-awards coordinator and information technology specialist: \$0; f/b: \$0; <u>travel: \$4,000</u>; equipment: \$0; supplies: \$0; <u>contractual: \$10,000</u>; <u>other: \$6,000</u>); 4. Year 4 = \$20,000 (personnel—pre-awards coordinator, post-awards coordinator, information technology specialist and director: \$0; f/b: \$0; <u>travel: \$4,000</u>; equipment: \$0; supplies: \$0; <u>contractual: \$10,000</u>; <u>other: \$6,000</u>); and 5. Year 5 = \$20,000 (personnel—pre-awards coordinator, post-awards coordinator, information technology specialist and director: \$0; f/b: \$0; <u>travel: \$4,000</u>; equipment: \$0; supplies: \$50; <u>contractual: \$10,000</u>; <u>other: \$6,000</u>).

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#	MAJOR TASKS / Action Steps ⁱ (Year 1)	Target Date	Responsibility	Deliverable(s) / Notes
1	<ul style="list-style-type: none"> □ DEVELOP PROCESS (25% effort) 	May 2— Sept 1, 2016		
2	<ul style="list-style-type: none"> ○ Conduct meeting with appropriate university leadership to present a plan for initiation and management of process function that allows for their input and inclusion. 		Melody and Michelle	a) Strategic Planning meetings (of the whole), b) Priority Group meetings, c) President’s Cabinet meetings as requested, d) one-on-one meetings with the president and e) other colleague meetings will be on going// COMPLETED and ONGOING . Last formal meetings were 2/27/2017 and 5/22/2017.
3	<ul style="list-style-type: none"> ○ Initiate development of team to address faculty personnel policy for an annual review—related to sponsored research. 	October— June 30, 2016	Michelle, Melody and team to be developed	This is in an effort to add specificity to the annual review process regarding grants and contracts, for all Colleges (essentially, to clarify “what counts” for promotion and tenure portfolio review. COMPLETED. Dr. Furlong presented Recommendations from the Strategic Plan Committee: <i>Grow Grants; Developing Targeted External Grant Supports for Sponsored Research and Programs, 3/3/2017</i> . The recommendation received favorable input and support. NEXT STEP: The Faculty Senate will determine how best to document the recommendation. <ul style="list-style-type: none"> i. ensure that the language does not connote punitive outcomes if faculty do not engage in proposal writing but –instead—expresses an available opportunity to engage in the proposal writing process. ii. Administrators (staff) who engage in proposal writing will be held to USG and

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				<p>institutional compliance standards as mandated. COMPLETED as part of task above.</p> <p>a) This group would also explore 6—8 “big ideas” to ascertain what CSU can secure in external grants to support outreach initiatives in STEM for historically under-represented populations—and to explore proposal options (to have the idea fleshed-out and “shovel ready”)// REVISED and IN PROGRESS; instead of quantifying the “big idea” this will be conceptualized in the context of “When to Make the Big Bet” The Chronicle of HE (February 24, 2017, VLXIII, Number 25). NEXT STEP: conduct meeting with Attick, Garner and Carter by 4/15/2017.</p>
4	<input type="checkbox"/> PROVIDE OPPERTUNITY FOR FACULTY/STAFF AND STUDENT SUPPORT (50% effort)	June— October 31, 2016		
5	<input type="checkbox"/> Develop a policy and procedure manual		Melody, Michelle and Nicole	In process with assistance from President’s Office // IN PROGRESS ; NEXT STEP ; feedback from committee, 3/15; Carter edits, 4/1; Furlong formats, 4/17; Harris receives final, 4/30 LeAnn creates institutional PDF, 4/30.
6	<input type="checkbox"/> Submit training plans for an “invitation to participate” in: workshops, mini courses for volunteers and securing outside experts to include: <ul style="list-style-type: none"> ▪ The internal (campus) process, ▪ How to write a proposal, ▪ Fiscal management, ▪ Building partnerships, ▪ A presenter 		Michelle, Melody, and Nicole	Provide opportunity for trainer/presenter, sensitive to our institutional structure—with <i>term that presenter/trainer must submit an external proposal for support of one university-wide initiative, prior to stipend/fee payment</i> ; clarify the internal (campus) process of “grants and contracts process for sponsored research and programs” by defining the <u>qualitative</u> functions

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				(Sponsored Research and Programs and the funding agency) from the <u>quantitative</u> functions (Business and Operations and fiscal management.// REVISED and IN PROGRESS ; revised as a lunch and learn to enhance CSU collaborations for ERG outcomes. First presenter Dr. Jill Lane. COMPLETED , 10/31/2016;
7	<ul style="list-style-type: none"> ○ Secure Information Technology assistance for presentation layout and formatting for presentation roll-out to campus community 		Winifred and Melody	Will secure input from Team Members to identify best venue.// COMPLETED ; President’s conference room 121. Nweke completed online survey for Lunch and Learn, 2/27/2017
8	<ul style="list-style-type: none"> ○ Lock-in date, location and time for workshop “invitation to participate.” 		Ceimone, Melody, Winifred, Michelle, Nicole, Sue, Betty, Jesse, Pinar and Chaogui	Identify a date in October 2016.// COMPLETED ; identified date in 10/31. NEXT STEP, Coffee & Conversation forum by 4/15
9	<ul style="list-style-type: none"> □ INITIATE GRANT PROCUREMENT (25% effort) 	July 29— April 30, 2017		
10	<ul style="list-style-type: none"> ○ Identify campus licenses and software for Sponsored Research and Programs development and management [Project Management software] 		Team	Will follow up with Robin Faulkner// NOT NEEDED AT THIS TIME.
11	<ul style="list-style-type: none"> ○ Develop system for matching federal Requests for Proposals (RFPs) to faculty, staff and/or student research capacity 		Michelle and Melody	ONGOING; PROPOSED REVISION to allow for greater access to the Grant Resource Center database. Outcome TBD.
12	<ul style="list-style-type: none"> ○ Process proposals in accordance with funding agency specifications for submission to test the process flow, generate external income (direct costs) and ultimately indirect cost recovery 		Melody, Michelle, Nicole, Melanie, Winifred, Sue and Betty	COMPLETED ; and ONGOING , 10/6 (Business and Operations grants process); Bingham and B. Lane, 8/15 (Department of Defense proposal); 8/31 (Three Study Abroad proposals); 7/31 (World War I

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				proposal); Harris, Furlong and Carter completed Post-Awards Conference Pilot, 2/27/2017; Poudevigne and Nweke completed procedure manual draft review.

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1	<input type="checkbox"/> DEVELOP PROCESS (20% effort)	July 2— Sept 1, 2017		
2	<ul style="list-style-type: none"> ○ Evaluate Year 1 and modify accordingly <p>Incorporate takeaways from meeting with Dr. Hynes:</p> <p style="color: blue;">Capturing the number of faculty/staff members engaged in PI or Co-PI participation may be a better benchmark than identifying the number of proposals submitted. Also, capturing the increase in proposals written and awarded over time would be another benchmark.</p>		Melody, Michelle and Nicole	<ol style="list-style-type: none"> 1. <i>Grant Procedure Manual (next steps)</i> -- <ol style="list-style-type: none"> a. Furlong will place document in a shared file for team review, b. Harris will make edits applicable for Business and Operations, c. Carter will make the final edits and forward to Maritza for cover development, 7/2/2017. <p style="color: blue;">COMPLETED on 11/30/2017. Condensed to a twelve-page primer that now appears on the Grants and Contracts webpages.</p> 2. <i>Clarify Grants and Contracts and Sponsored Research and Programs in the manual.</i> Carter representing “Sponsored Research and Programs Administration,” and Harris is representing “Grants and Contracts.” Currently they will remain separated. Dr. Hynes recommended that we “Go ahead and refer to Sponsored Research and Programs as an ‘office,’ but plan to address this as a benchmark/dashboard indicator point for discussion and decision

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				<p>making during the Retreat.” We will need to address how this relates to meeting the 5-year strategic plan goals and he [Dr. Hynes] thinks it does.” 7/2/2017</p> <p>COMPLETED on 7/2/2017. Established Sponsored Research and Programs Administration as an “office.” This appears in the new Sponsored Research and Programs Administration primer on the Grants and Contracts webpages.</p>
P	<ul style="list-style-type: none"> ○ Continue to conduct meetings with appropriate university leadership to ensure transparency and allow for input. <p>REVISED PROJECT GOAL Language proposal for annual review process of grants and contracts, “what counts”—There should be a “standard of rigor” to be articulated, then crafted into a statement to provide standards by which other matrix will be included. Deans will need to move this along.</p>		Melody and Michelle	<p><i>1. Deans Council presentation on what counts</i> —Furlong reported next steps to include plans to present during Faculty Planning Week in early August to:</p> <ul style="list-style-type: none"> a. reiterate a request for deans to define “academic rigor” (what counts) criteria for PT review on grants and contracts; COMPLETED on 11/1/2017. Developed Preamble for quantifying what counts for annual review of proposal and grants which received verbal acceptance from Provost, Deans Council and Faculty Senate. b. introduce our institutional need for “big ideas” to support Women and STEM and community engagement; and c. Recommend “case release” (release time) as a means to ensure faculty up for PT—who have won grants awards—are not penalized if they don’t have publication.

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				<p>COMPLETED part 1 on 8/7/2017 during Academic Planning Week, led presentation white paper development.</p> <p>INITIATED part 2 on 10/1/2017 by supporting whitepaper development for child care programming. NEXT STEPS: 1. include working with Deborah Deckner Davis on Two-Gen project to develop a collaborative scope for comprehensive project development by 2/1/2018. 2. Make presentation to Faculty Senate to secure campus-wide insight on institutional characteristics by 2/15/2018.</p>
4	<p>❑ PROVIDE OPPERTUNITY FOR FACULTY/STAFF AND STUDENT SUPPORT (50% effort)</p>	June— October 31		
5	<p>○ Enhance process for faculty engagement dissemination of funding opportunities by:</p> <ul style="list-style-type: none"> ▪ Emails ▪ Department Visits ▪ Formal Presentations and Workshops ▪ Personal Pre-Awards Consultations 		Melody	<p><i>Academic Council presentation on timely proposal submission</i>—Carter will provide secure input from Provost as needed.</p> <p>COMPLETED on July 15, 2017. No next step at this time.</p>
6	<p>○ Enhance training plans (one-on-one and workshop) for review and input from president and vice presidents, to include:</p> <ul style="list-style-type: none"> ▪ The internal (campus) process, ▪ How to write a proposal, ▪ Fiscal management, and ▪ An external presenter 		Nicole, Melody and Michelle	<p>Abolish deliverable: Secure an expert trainer, sensitive to our institutional structure; clarify the internal (campus) process of “grants and contracts process for sponsored research and programs” by defining the qualitative functions (Sponsored Research and Programs and the funding agency) from the quantitative functions (Business and Operations and fiscal management.</p>

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				<p><i>New deliverable: Post-Awards Conference Pilot (action item)</i>—Harris and Carter will resume post-awards conferences with the next award.</p> <p>COMPLETED and on-going July 15, 2017 by conducting Post-Awards Conferences for each new award.</p>
7	<ul style="list-style-type: none"> ○ Initiate planning for 2nd annual workshop with external trainer/presenter. □ <u>Lunch and Learn/Coffee and Conversation:</u> □ <u>Training initiatives</u>—Be careful about getting consultants (outside experts); the engagement must fit the direction of our institution. Seek guidance from the American Association of State Colleges and Universities (AASCU) grants director and/or government affairs representative to get some ideas. 		Melody, Michelle, Poudevigne and Strickland	<p><i>Coffee and Conversation training and support:</i> In light of Dr. Hynes’ suggestion to think carefully about bringing in presenters (“experts”) from the outside, Poudevigne recommended development of a “think tank” to cultivate “big ideas” through diversity and collaborative ventures (outside of the State) to facilitate research development—especially for junior faculty. We should sponsor lunch for this event. Therefore, the action item is to introduce this as a concept during Faculty Planning Week, 8/11/2017.</p> <p>COMPLETED on 8/11/2017 with presentations by Furlong, Deckner and Carter.</p> <p>NEXT STEP: Meet with M. Mehaffy at AASCU during Academic Affairs Winter Meeting 2/2018 regarding support initiatives for whitepaper development.</p>

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8	<ul style="list-style-type: none"> ○ Develop structure for faculty development and student support for proposal writing to include a Mini-Grant framework. 		Melody, Michelle and Team	Begin discussions for year three.
9	<ul style="list-style-type: none"> ○ Develop structure for recognizing procurement of federal multi-year grant award to include an Outstanding Grantsmanship Award framework. □ Dr. Hynes is in full support of establishing a grantsmanship award initiative—by year three—as long as it does not result in unintended negative outcomes, such as...<i>’if only those who participate in grantsmanship are eligible for an award, will it send a message that “we want you to write proposals, we’re just not saying so?!”</i> That would be an unintended negative consequence; therefore, we must structure the awarding criteria appropriately. ○ 		Melody, Michelle, Nicole, Melanie and Team	Begin discussions for year three.
10	<ul style="list-style-type: none"> □ INITIATE GRANT PROCUREMENT (30% effort) <p style="margin-left: 20px;">Capturing the number of faculty/staff members engaged in PI or Co-PI participation may be a better benchmark than identifying the number of proposals submitted. Also, capturing the increase in proposals written and awarded over time would be another benchmark.</p> <ul style="list-style-type: none"> □ 	July 29— April 30	Team	Review data capture strategy.
11	<ul style="list-style-type: none"> ○ Identify specific federal Request for Proposal (RFP) for development. □ <u>Big Ideas</u>—Think about an analysis of state and local advocacy group workforce citizenship in tandem with our strategic plan; think across 		Melanie and Team	This is connected to #7 above: Incorporate Poudevigne’s recommend to development a “think tank” to cultivate “big ideas” through diversity and collaborative ventures (outside of the State) to facilitate research development—especially for

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	<p>disciplines; consider a concept that emerges organically based on our institutional strengths.</p> <ul style="list-style-type: none"> ○ 			<p>junior faculty. Sponsor lunch for this event. Therefore, the deliverable is to introduce this as a concept during Faculty Planning Week, 9/9/2017.</p> <p>INITIATED on 9/9/2017. NEXT STEP to be fleshed out within context of whitepaper development by 6/1/2018.</p>
12	<ul style="list-style-type: none"> ○ Provide professional development support for lead federal proposal writer. 		Furlong	<p>This will be made clearer as part of the ‘What Counts’ decision.</p> <p>ON-GOING deliverable.</p>
13	<ul style="list-style-type: none"> ○ Assist in development of federal proposal writing team. 		Melody	<p>ON-GOING deliverable.</p>
14	<ul style="list-style-type: none"> ○ Process proposals in accordance with funding agency specifications for submission. 		Melody, Michelle, faculty, staff and students when applicable	<p>ON-GOING deliverable.</p>

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#	MAJOR TASKS / Action Steps ⁱⁱⁱ (Year 3)	Target Date	Responsibility	Deliverable(s) / Notes
1	❑ DEVELOP PROCESS (20% effort)	May 2— Sept 1		
2	○ Evaluate Year 2 and modify accordingly.		Ceimone Strickland	Risk Management (compliance) function.
3	○ Continue to conduct meetings with appropriate university leadership to ensure transparency and allow for input.		Melody and Michelle	
4	❑ PROVIDE OPPERTUNITY FOR FACULTY/STAFF AND STUDENT SUPPORT (50% effort)	June— October 31		
5	○ Revise the policy and procedure manual.		Melody and Michelle	
6	○ Enhance process for faculty engagement dissemination of funding opportunities by: <ul style="list-style-type: none"> ▪ Emails ▪ Department Visits ▪ Formal Presentations and Workshops ▪ Personal Pre-Awards Consultations 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
7	○ Enhance training plans (one-on-one and workshop) for review and input from president and vice presidents, to include: <ul style="list-style-type: none"> ▪ The internal (campus) process, ▪ How to write a proposal, ▪ Fiscal management, and ▪ An external presenter 		Michelle, Melody, and Nicole	Secure an expert trainer, sensitive to our institutional structure; clarify the internal (campus) process of “grants and contracts process for sponsored research and programs” by defining the <u>qualitative</u> functions (Sponsored Research and Programs and the funding agency) from the <u>quantitative</u> functions (Business and Operations and fiscal management.
8	○ Initiate planning for 3 rd annual workshop with external trainer/presenter.		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
9	○ Initiate 2 nd year process for proposal writing to include a faculty/graduate student Mini-Grant Initiative.		Melody, Michelle and Team	

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#	MAJOR TASKS / Action Steps ⁱⁱⁱ (Year 3)	Target Date	Responsibility	Deliverable(s) / Notes
10	<ul style="list-style-type: none"> ○ Initiate 2nd year process for procurement of federal multi-year grant award to include an Outstanding Grantsmanship Award. 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
11	<ul style="list-style-type: none"> □ INITIATE GRANT PROCUREMENT (30% effort) 	July 29— April 30		
12	<ul style="list-style-type: none"> ○ Identify specific federal Request for Proposal (RFP) for development. 		Melody	
13	<ul style="list-style-type: none"> ○ Provide professional development support for lead federal proposal writer. 		Michelle and Melody	
14	<ul style="list-style-type: none"> ○ Assist in development of federal proposal writing team. 		Melody, Michelle, faculty, staff and students when applicable	
15	<ul style="list-style-type: none"> ○ Process proposals in accordance with funding agency specifications for submission. 			

#	MAJOR TASKS / Action Steps ^{iv} (Year 4)	Target Date	Responsibility	Deliverable(s) / Notes
1	<ul style="list-style-type: none"> □ DEVELOP PROCESS (20% effort) 	May 2— Sept 1		
2	<ul style="list-style-type: none"> ○ Evaluate Year 3 and modify accordingly. 		Ceimone Strickland	Risk Management (compliance) function.
3	<ul style="list-style-type: none"> ○ Continue to conduct meetings with appropriate university leadership to ensure transparency and allow for input. 		Melody and Michelle	
4	<ul style="list-style-type: none"> □ PROVIDE OPPERTUNITY FOR FACULTY/STAFF AND STUDENT SUPPORT (50% effort) 	June— October 31		
5	<ul style="list-style-type: none"> ○ Enhance process for faculty engagement dissemination of funding opportunities by: <ul style="list-style-type: none"> ▪ Emails ▪ Department Visits 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	

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#	MAJOR TASKS / Action Steps ^{iv} (Year 4)	Target Date	Responsibility	Deliverable(s) / Notes
	<ul style="list-style-type: none"> ▪ Formal Presentations and Workshops ▪ Personal Pre-Awards Consultations 			
6	<ul style="list-style-type: none"> ○ Revise training plans (one-on-one and workshop) for review and input from president and vice presidents, to include: <ul style="list-style-type: none"> ▪ The internal (campus) process, ▪ How to write a proposal, ▪ Fiscal management, and ▪ An external presenter 		Michelle, Melody, and Nicole	Secure an expert trainer, sensitive to our institutional structure; clarify the internal (campus) process of “grants and contracts process for sponsored research and programs” by defining the <u>qualitative</u> functions (Sponsored Research and Programs and the funding agency) from the <u>quantitative</u> functions (Business and Operations and fiscal management.
7	<ul style="list-style-type: none"> ○ Initiate planning for 4th annual workshop with external trainer/presenter. 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
8	<ul style="list-style-type: none"> ○ Initiate 3rd year process for incentivizing proposal writing to include a faculty/graduate student Mini-Grant Initiative. 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
9	<ul style="list-style-type: none"> ○ Initiate 3rd year process for incentivizing procurement of federal multi-year grant award to include an Outstanding Grantsmanship Award. 		Melody, Michelle and Team	
10	<ul style="list-style-type: none"> □ INITITATE GRANT PROCUREMENT (30% effort) 	July 29— April 30		
11	<ul style="list-style-type: none"> ○ Identify specific federal Request for Proposal (RFP) for development. 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
13	<ul style="list-style-type: none"> ○ Provide professional development support for lead federal proposal writer. 		Michelle, Melody and Mélanie	
12	<ul style="list-style-type: none"> ○ Assist in development of federal proposal writing team. 			

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#	MAJOR TASKS / Action Steps ^v (Year 5)	Target Date	Responsibility	Deliverable(s) / Notes
1	<ul style="list-style-type: none"> □ DEVELOP PROCESS (20% effort) 	May 2— Sept 1		
2	<ul style="list-style-type: none"> ○ Evaluate Year 4 and modify accordingly. 		Ceimone Strickland	
3	<ul style="list-style-type: none"> ○ Conduct feasibility study to determine appropriate for reassigning all qualitative (pre-awards and post-awards faculty and sponsoring agency engagement) functions from Business and Operations to Sponsored Research and Programs. 		Michelle, Melody and Mélanie	
3	<ul style="list-style-type: none"> ○ Continue to conduct meetings with appropriate university leadership to ensure transparency and allow for input. 		Melody and Michelle	
4	<ul style="list-style-type: none"> □ PROVIDE OPPERTUNITY FOR FACULTY/STAFF AND STUDENT SUPPORT (50% effort) 	June— October 31		
5	<ul style="list-style-type: none"> ○ Revise the policy and procedure manual. 		Melody and Michelle	
6	<ul style="list-style-type: none"> ○ Enhance process for faculty engagement dissemination of funding opportunities by: <ul style="list-style-type: none"> ▪ Emails ▪ Department Visits ▪ Formal Presentations and Workshops ▪ Personal Pre-Awards Consultations 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
7	<ul style="list-style-type: none"> ○ Modify training plans (one-on-one and workshop) for review and input from president and vice presidents, to include: <ul style="list-style-type: none"> ▪ The internal (campus) process, ▪ How to write a proposal, ▪ Fiscal management, and ▪ An external presenter 		Michelle, Melody, and Nicole	Secure an expert trainer, sensitive to our institutional structure; clarify the internal (campus) process of “grants and contracts process for sponsored research and programs” by defining the <u>qualitative</u> functions (Sponsored Research and Programs and the funding agency) from the <u>quantitative</u> functions (Business and Operations and fiscal management).
8	<ul style="list-style-type: none"> ○ Initiate planning for 5th annual workshop with external trainer/presenter. 		Michelle, Melody and Mélanie	

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#	MAJOR TASKS / Action Steps ^v (Year 5)	Target Date	Responsibility	Deliverable(s) / Notes
9	○ Initiate 4 th year process for incentivizing proposal writing to include a faculty/graduate student Mini-Grant Initiative.		Melody, Michelle and Team	
10	○ Initiate 4 th year process for incentivizing procurement of federal multi-year grant award to include an Outstanding Grantsmanship Award.		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
11	□ INITITATE GRANT PROCUREMENT (30% effort)	July 29— April 30		
12	○ Identify specific federal Request for Proposal (RFP) for development.		Michelle and Melody	
13	○ Provide professional development support for lead federal proposal writer.		Michelle and Melody	
14	○ Assist in development of federal proposal writing team.		Melody, Michelle, faculty, staff and students when applicable	

ⁱ Use verb-noun combination to focus activity, e.g., research variables, design survey, pilot survey, etc.

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