

Strategic Initiative Project Work Plan Summary

Project Name:	Developing Targeted External Grant Supports for Sponsored Research and Programs	Academic Year:	2016 –2017 / Version 2.0 (10-19-16)
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-Hamick; Pinar Gurkas, Chaogui Zhang, Sue Bingham, Betty Lane, 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:	<i>“Secure twenty (20) funded proposals—three per year with a baseline of five-- by enhancing grants proposal writing training and support systems for faculty, staff and students by 2022.”</i>		
Success Measure(s)	<ol style="list-style-type: none"> 1. Year 1— <ol style="list-style-type: none"> 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; b. amass team to review and revise faculty personnel policy metrics and criteria to clarify “what counts” for an annual 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; 2. Year 2— strengthen support for identifying funding opportunities that leverage university-wide strategic initiatives. <u>Baseline Source</u>: Clayton State University Grants and Contracts Management Process (undated, online)—by June 30, 2018; 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 		

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	<p>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>
Budget and Resources Needed	<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>).

#	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		
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	<ul style="list-style-type: none"> 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// COMPLETE. This is actually ONGOING; however, last formal meeting was 9/8.
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	Michelle, Melody and team to be developed	<ul style="list-style-type: none"> a) 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//IN

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				<p>PROGRESS. We have not received input from the faculty Senate as requested by Dr. Furlong during meeting. Therefore, the next step is to develop draft for review prior to submission to Faculty Senate.</p> <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 institutional compliance standards as mandated. <p>b) 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”)// IN PROGRESS; next step: conduct meeting with Attick, Adams, Terry, Garner, Furlong and Carter on 10/20</p>
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"> ○ Develop a policy and procedure manual 		Melody, Michelle and Nicole	In process with assistance from President’s Office student-worker// IN PROGRESS ; next step: access student-worker progress since 9/1.

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#	MAJOR TASKS / Action Steps ⁱ (Year 1)	Target Date	Responsibility	Deliverable(s) / Notes
6	<ul style="list-style-type: none"> ○ 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 (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.
7	<ul style="list-style-type: none"> ○ Secure Information Technology assistance for presentation layout and formatting for presentation roll-out to campus community 		Team Members	Will secure input from Team Members to identify best venue.// COMPLETE ; President’s conference room 121.
8	<ul style="list-style-type: none"> ○ Lock-in date, location and time for workshop “invitation to participate.” 		Melody, Michelle and Team Members	Identify a date in October 2016.// COMPLETE ; identified date in 10/31.
9	<ul style="list-style-type: none"> □ INITIATE GRANT PROCUREMENT (25% effort) 	July 29—April 30		
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, faculty, staff and students when applicable	COMPLETE ; actually ONGOING , 10/6 (Business and Operations grants process); 8/15 (Department of Defense proposal); 8/31

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#	MAJOR TASKS / Action Steps ⁱ (Year 1)	Target Date	Responsibility	Deliverable(s) / Notes
				(Three Study Abroad proposals); 7/31 (World War I proposal).

#	MAJOR TASKS / Action Steps ⁱⁱ (Year 2)	Target Date	Responsibility	Deliverable(s) / Notes
1	□ DEVELOP PROCESS (20% effort)	July 2— Sept 1		
2	○ Evaluate Year 1 and modify accordingly		Ceimone Strickland	Must include a structured Risk Management (compliance) component.
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	○ 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	
6	○ 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.
7	○ Initiate planning for 2 nd annual workshop with external trainer/presenter.		Melody and Michelle	

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#	MAJOR TASKS / Action Steps ⁱⁱ (Year 2)	Target Date	Responsibility	Deliverable(s) / Notes
8	○ Develop structure for faculty development and student support for proposal writing to include a Mini-Grant framework.		Melody, Michelle and Team	
9	○ Develop structure for recognizing procurement of federal multi-year grant award to include an Outstanding Grantsmanship Award framework.		Melody, Michelle and Team	
10	□ INITIATE GRANT PROCUREMENT (30% effort)	July 29— April 30		
11	○ Identify specific federal Request for Proposal (RFP) for development.		Melody, Michelle and Mélanie	
12	○ Provide professional development support for lead federal proposal writer.		Melody and Mélanie	
13	○ Assist in development of federal proposal writing team.		Melody, Michelle and Mélanie	
14	○ Process proposals in accordance with funding agency specifications for submission.		Melody, Michelle, faculty, staff and students when applicable	

#	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 OPPORTUNITY FOR FACULTY/STAFF AND STUDENT SUPPORT (50% effort)	June— October 31		
5	○ Revise the policy and procedure manual.		Melody and Michelle	

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#	MAJOR TASKS / Action Steps ⁱⁱⁱ (Year 3)	Target Date	Responsibility	Deliverable(s) / Notes
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"> ○ 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	<ul style="list-style-type: none"> ○ Initiate planning for 3rd annual workshop with external trainer/presenter. 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
9	<ul style="list-style-type: none"> ○ Initiate 2nd year process for proposal writing to include a faculty/graduate student Mini-Grant Initiative. 		Melody, Michelle and Team	
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	

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#	MAJOR TASKS / Action Steps ⁱⁱⁱ (Year 3)	Target Date	Responsibility	Deliverable(s) / Notes
			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 ▪ Formal Presentations and Workshops ▪ Personal Pre-Awards Consultations 		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
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).

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#	MAJOR TASKS / Action Steps ^{iv} (Year 4)	Target Date	Responsibility	Deliverable(s) / Notes
7	○ Initiate planning for 4 th annual workshop with external trainer/presenter.		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
8	○ Initiate 3 rd year process for incentivizing proposal writing to include a faculty/graduate student Mini-Grant Initiative.		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
9	○ Initiate 3 rd year process for incentivizing procurement of federal multi-year grant award to include an Outstanding Grantsmanship Award.		Melody, Michelle and Team	
10	□ INITIATE GRANT PROCUREMENT (30% effort)	July 29— April 30		
11	○ Identify specific federal Request for Proposal (RFP) for development.		Melody, Michelle, Sue, Betty, Terri, Jesse and Pinar	
13	○ Provide professional development support for lead federal proposal writer.		Michelle, Melody and Mélanie	
12	○ Assist in development of federal proposal writing team.			

#	MAJOR TASKS / Action Steps ^v (Year 5)	Target Date	Responsibility	Deliverable(s) / Notes
1	□ DEVELOP PROCESS (20% effort)	May 2— Sept 1		
2	○ Evaluate Year 4 and modify accordingly.		Ceimone Strickland	
3	○ 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	

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#	MAJOR TASKS / Action Steps ^v (Year 5)	Target Date	Responsibility	Deliverable(s) / Notes
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	
9	<ul style="list-style-type: none"> ○ Initiate 4th year process for incentivizing proposal writing to include a faculty/graduate student Mini-Grant Initiative. 		Melody, Michelle and Team	
10	<ul style="list-style-type: none"> ○ Initiate 4th 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	<ul style="list-style-type: none"> □ INITITATE GRANT PROCUREMENT (30% effort) 	July 29— April 30		

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#	MAJOR TASKS / Action Steps ^v (Year 5)	Target Date	Responsibility	Deliverable(s) / Notes
12	<ul style="list-style-type: none"> ○ Identify specific federal Request for Proposal (RFP) for development. 		Michelle and 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	

ⁱ Use verb-noun combination to focus activity, e.g., research variables, design survey, pilot survey, etc.
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^{iv} Use verb-noun combination to focus activity, e.g., research variables, design survey, pilot survey, etc.
^v Use verb-noun combination to focus activity, e.g., research variables, design survey, pilot survey, etc.