

PLANNING/OUTCOMES DOCUMENT

Name of person(s) completing form:	Laura Pennington	Curriculum/Department:	Office for Grant Activities
Purpose/Mission Statement		Vision Statement, 3-5 years	
The Office for Grant Activities generates new financial resources by detecting and anticipating the resource needs of the College, identifying appropriate public and private sector funding sources, and offering quality proposals to those funders.		Proactive and grounded in the College Mission, the Office of Grant Activities enables SCC to become a leader in human development by capturing the public and private sector resources necessary to meet the needs of our students, our school, and our community.	
Departmental Strengths		Departmental Weaknesses	
<ul style="list-style-type: none"> • Department staff has more than 15 years experience in resource development in the community college environment • The department has an excellent track record in acquiring grants • The department has the necessary support of the College to be successful 		<ul style="list-style-type: none"> • Lack of clear institutional resource agenda makes goal setting for Grants Office difficult • Adherence to various grant seeking and managing processes is inconsistent • Periodic diversion of staff time to other duties diminishes activity level of the department • Linkage between pre-award and post-award function areas has weakened 	
Departmental Opportunities		Departmental Threats	
<ul style="list-style-type: none"> • College has a collection of “best seller” programs and ideas • Private foundation arena has tremendous potential in terms of prospects • College relationships with initiatives like BalsamWest FiberNET open doors to new Federal resources 		<ul style="list-style-type: none"> • Downturn of the U.S. economy has negatively impacted amount of resources available • Limited resources and increase in formal grant seeking activities of various organizations has significantly increased competition • Sophistication of grant-makers has complicated the grant seeking process • Political baggage and other external influences may impact “good housekeeping” seal of approval of College 	

College Goals	2004-05 Department Outcomes/Goals	Success Criteria (e.g. outcomes, enrollment increases)	Plan of Action (including resources needed)
3	1. Develop a Resource Development Agenda which includes the SCC Foundation, Office for Grant Activities, and Sponsored Programs Compliance Office.	1. The Inaugural Resource Development Agenda will be presented to and approved by the Executive Council.	<ul style="list-style-type: none"> a. Engage Executive and President's Councils in dialog to refine and prioritize resource development needs of the College, based upon the annual college priorities. b. Organize priorities into a Resource Development Agenda—outlining resource needs, financial targets, and appropriate resource development vehicle c. Work with Executive Council and SCC Foundation to utilize the Agenda to guide the activities of these function areas and evaluate their effectiveness.
3	2. Identify and seek external grant funding.	2. Achieve a minimum 50% success rate.	<ul style="list-style-type: none"> a. Once College priorities are established, funding resources will be actively researched to potential sources. Unsolicited opportunities will be examined for appropriate fit to College priorities. The grant approval process will be utilized as much as possible. b. Once a source is identified, initiation and cultivation of a relationship with source staff will take place. c. Grants Office personnel will collaborate and work with appropriate College and community representatives to develop ideas surrounding proposals and to formulate/prepare grant applications for submission. d. Submit competitive applications and follow up on funded and unfunded proposals.
3	3. Improve awareness of and satisfaction with College faculty and staff the services of the Office for Grant Activities.	3. Achieve a mean rating of 3.10 (out of a possible 4) on this area as measured by the Faculty/Staff Evaluation of College Services Survey.	<ul style="list-style-type: none"> a. Work with Institutional Research and Planning Office to refine, if necessary, the questions on the survey and evaluate/monitor the results. b. Work with Vice President for Student and Institutional Development to ensure proper orientation of new employees. c. Participate in Instructional Services' Budget Hearings d. Visit all major organizational units of the College at least once per year to provide an orientation to Grants Office roles, services, and initiatives. e. Engage in regular briefings of the Executive and President's Councils. f. Work with PIO to regularly publish press releases and other publications (internal/external). g. Work with the Web Site Coordinator to maintain a Grants Office presence on the College web site. h. Distribute regular updates on grant activities to entire college family—including a quarterly Trustee Report on the entire resource development function area.

3	4. Strengthen grants management processes.	4. Roles will be clarified, processes will be consistently utilized, and an indirect cost/utilization plan will be developed.	<ul style="list-style-type: none"> a. Work with the Vice Presidents for Administrative Services and Student and Institutional Development to clarify roles based upon staff changes and the need to consistently utilize the established College grants management processes. b. Add function to grants management database to allow for the addition of programmatic benchmarks and outcomes—in addition to basic financial and funder reports. c. Work with the Sponsored Programs Compliance Office to develop an indirect cost plan and utilization process.
1, 3, 5	5. Formalize the College's receipt of fiber assets and involvement in board activities related to the BalsamWest FiberNET Initiative	5. Fiber assets will be received and College's ongoing relationship with BalsamWest will be canonized.	<ul style="list-style-type: none"> a. Work with BalsamWest FiberNET Founding Members and principals to formalize the contribution of backbone fiber assets by the Founding Members to the College through a family of agreements including fiber assignments, an operating agreement, and strategic alliance agreement. b. Work with an industry expert and the Vice President for Administrative Services to appraise or otherwise value the fiber contribution to the College. c. Work with the PIO to create one or more special interest stories to highlight the unique fiber contribution and College participation in the BalsamWest initiative. d. Provide support to the President's office related to the College's ongoing involvement in BalsamWest activities.
1, 3, 5	6. Facilitate the development of an e-Learning Network through the Smoky Mountain Knowledge Network Initiative.	6. The e-Learning Network will be established.	<ul style="list-style-type: none"> a. Work with the Smoky Mountain Knowledge Network Coalition, BalsamWest FiberNET, and additional representatives from area educational institutions (especially Cherokee, Clay and Graham Counties) to establish a private high-performance, fiber-optic e-Learning throughout the 6-county region.
6	7. Modify the College Planning Process/Calendar.	7. Proposed modifications will be presented to and approved by Executive Council.	<ul style="list-style-type: none"> a. Work with the Institutional Research and Planning Office and the Executive Council to study, evaluate, and recommend modifications to the College planning process/calendar to provide for more effective ongoing planning activities.
7	8. Conduct a large-scale update of general College content on the web site and for use in other materials.	8. Content will be presented to and approved by Executive Council	<ul style="list-style-type: none"> a. Study, evaluate, and recommend new general College content for the web site and other materials.

9. Launch Western Regional Center for Excellence in Teaching.

9. The Center will be established.

- a. Participate in NC-NEET Project Management Team and Advisory Committee Activities
- b. Work with the SCC Campus Liaison
- c. Work with SCC Faculty to Engage in *Discussion Forums*
- d. Establish small faculty “think tank” with representatives from SCC and several other sister institutions
- e. Identify, Catalog, and Evaluate Best Practices Resources in Its Programmatic Areas for the *Resource X-Change*
- f. Host Second Annual Teaching and Learning Conference
- g. Continue Development of Teaching & Learning Library
- h. Best Practice *Treasure Hunt* Visit and Sharing (Valencia Community College)
- i. Develop Additional On-line Courses—(Proposed: Tool Kit for SACS’ General Education Competencies Requirement; and Critical Thinking, the Learning College/Other Related Topics)

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2004-05 Criteria Results

Be sure to utilize most current data available

End of Year Analysis

(Goals achieved, impact of equipment purchased, improvements to program or service, contingencies, etc.). Describe how you used the results to improve your program/department.

OAL: Develop a Resource Development Agenda which includes the SCC Foundation, Office for Grant Activities, and Sponsored Programs Compliance Office.

ESULT: Progress; but no completion.

There was continued progress toward developing an integrated Resource Development Agenda in the 2004-05 academic year. A decision was made to focus on making improvements to the overall College planning process/calendar – along with some policy enhancements for the Institutional Advancement division – in advance of pursuing a formal Agenda as envisioned. The Chief Development Officer will take responsibility for moving this process forward.

OAL: Identify and seek external grant funding.

ESULT: Achieved.

A success rate of approximately 92% was achieved. It should be noted that the Director for the Office for Grant Activities was provided a 50% administrative leave from the College for a majority of the 2004-05 academic year. While the number of submissions decreased, the successful acquisition of the proposals submitted remained high.

OAL: Improve awareness of and satisfaction with College faculty and staff the services of the Office for Grant Activities.

ESULT: Baseline data was collected on new Climate Survey questions.

Climate Survey questions were improved and baseline data collected in the 2004-05 academic year as follows: Question 128—2.95 mean score; Question 129—2.84 mean score; Question 131—3.00 mean score; and Question 132—3.08 mean score. Results will be compared in the next academic year.

OAL: Strengthen grants management processes.

ESULT: Progress made; but no completion.

The Sponsored Programs Compliance Coordinator recently began serving as the Purchasing Director for the Administrative Services Division of the College. Because of the time constraints of this new role, and the administrative leave taken by the Director of the Office for Grant Activities, the opportunity to achieve forward movement was minimal.

OAL: Formalize the College's receipt of fiber assets and involvement in board activities related to the BalsamWest FiberNET Initiative.

ESULT: Progress made; but no completion.

Significant progress has been made in developing the transaction structure and form(s) of agreement that will be used to consummate the College's receipt of fiber assets and involvement in the board activities. The completion of the BalsamWest fiber optic ring was delayed this year, which has consequently delayed the accomplishment of this goal.

OAL: Facilitate the development of an e-Learning Network through the Smoky Mountain Knowledge Network Initiative.

ESULT: Achieved.

Through the work of the College and others, the establishment of an e-Learning Network is well on its way. A network design was developed, school support was obtained, a management structure was suggested, and significant grant funding was acquired to launch the effort. The Western North Carolina Educational Resource Alliance (WRESA) and the Southwestern Commission/Region A have been selected as the administrative units to implement the initiative. A name change has been also achieved with the effort now being referred to as the WNC EdNET.

OAL: Modify the College Planning Process/Calendar.

ESULT: Achieved.

Working with the Office for Institutional Research and Planning – and the Executive and President's Councils – the planning process/calendar was evaluated, recommendations made, and improvements approved.

OAL: Conduct a large-scale update of general College content on the web site and for use in other materials.

ESULT: Not achieved.

This activity was tabled due to limited staff resources.

OAL: Launch Western Regional Center for Excellence in Teaching.

ESULT: Achieved.

The NC-NET project is one that is managed by the Office for Grant Activities. As a part of this, SCC launched the Western Regional Center for Excellence in Teaching during the 2004-05 year. Participate in NC-NET Project Management Team and Advisory Committee Activities

College Goals	2005-2006 Department Outcomes/Goals	Success Criteria (e.g. outcomes, enrollment increases)	Plan of Action (including resources needed)
3	1. Identify and seek external grant funding.	Achieve a minimum 50% success rate.	<ul style="list-style-type: none"> a. Once College priorities are established, funding prospects will be actively identified, evaluated, and qualified. b. Unsolicited opportunities will be examined for appropriate fit to College priorities. The grant approval process will be utilized to its fullest extent. c. Grants Office personnel will collaborate and work with appropriate College and community representatives to develop ideas surrounding proposals and to formulate/prepare grant applications for submission. d. Competitive applications will be submitted and follow up on funded and unfunded proposals will be conducted.
3	2. Improve awareness of and satisfaction with the services of the Office for Grant Activities by College faculty and staff.	Achieve a minimum 3.0 rating on Grants Office related items on the Climate Survey.	<ul style="list-style-type: none"> a. Work with Chief Development Officer to ensure proper orientation of new employees. b. Visit all major organizational units of the College at least once per year to provide an orientation to Grants Office roles, services, and initiatives. c. Engage in regular briefings of the Executive and President's Councils. d. Work with PIO to regularly publish press releases and other publications (internal/external). e. Work with the Web Site Coordinator to maintain a Grants Office presence on the College web site. f. Distribute regular updates on grant activities to entire college family—including a quarterly Trustee Report on the entire resource development function area.
3	3. Strengthen the grants procurement and management processes.	Additions to grants management database will be completed; indirect cost proposal and utilization plan will be completed; and grants management processes will be consistently used.	<ul style="list-style-type: none"> a. Work with the Sponsored Programs Compliance Office to add a function to the grants management database to capture prospect information. b. Add function to grants management database to allow for the addition of programmatic benchmarks and outcomes—in addition to basic financial and fonder reports. c. Work with the Sponsored Programs Compliance Office to develop an indirect cost plan and utilization process. d. Work with the Sponsored Programs Compliance Office to consistently utilize the established College grants management processes.

1,3, 5	4. Complete the College's receipt of fiber assets from and formalize the College's involvement in the BalsamWest FiberNET initiative.	Fiber assets will be received and College's ongoing relationship with Balsam West will be canonized.	<ul style="list-style-type: none"> a. WORK WITH BALSAMWEST FIBERNET FOUNDING Members and principals to formalize the contribution of backbone fiber assets by the Founding Members to the College through a family of agreements including fiber assignments, an operating agreement, and strategic alliance agreement. b. Work with an industry expert and the Vice President for Administrative Services to appraise or otherwise value the fiber contribution to the College. c. Provide support to the President's office related to the College's ongoing involvement in BalsamWest activities.
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2005-06 Budget Item Description <i>(Budget items requested from College funds)</i>	Current Year Budget:	Ongoing Operational Budget:	Expansion Budget:
Non-Standard Supplies		500.00	0
Equipment— a. New CPU		0	1000.00
Travel— a. National conference attendance @ \$1500.00 b. Local/state travel @ \$1200.00		2700.00	0
Program Accreditation		0	0
Other— a. Fdn. Center Online Subscription @ \$1200.00 b. Memberships for CRD & CORD @ \$200.00 c. Non-standard mailing @ \$500.00		2900.00	0
TOTALS		6100.00	1000.00

Mid-point Review

Progress Notes: