

2005 – 06/2006 – 07 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 and current Federal political environment has negatively impacted amount of resources available • 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	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.	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.

2005-06 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: Identify and seek external grant funding. ESULT: Achieved.	A success rate of approximately 82% was achieved. Staff in the Grant Office also provided administrative support to the President's Office, provided in-depth project management for the NC-NET and SGPB Forum projects, managed the 10-year evaluation of the New Century Scholars Program, and secured a number of recognition awards.
OAL: Improve awareness of and satisfaction with the services of the Office for Grant activities by College faculty and staff. ESULT: Mixed.	Climate Survey mean scores were compared from 2004/05 to 2005/06 and mixed results were observed. Of the four questions related to the Grants Office, the results for two of the questions remained stable, and two dipped slightly. The two that decreased were related to the college's awareness of process used to set grant seeking priorities and the college's opinion that the Grant Office is effective in securing funds.

<p>OAL: Strengthen grants procurement and management processes.</p> <p>ESULT: Mixed.</p>	<p>The executive leadership of the institution continues to struggle with extending the planning process to the budgeting and resource development area of the College. This makes the procurement process for grants and contracts far less effective than if a strategic direction were set and followed. In terms of grants management, the individual responsible for serving as the Sponsored Programs Compliance Coordinator continues to serve in a full-time capacity as the Purchasing Director for the Administrative Services Division of the College. The Grants Accountant position within the Administrative Service Division of the College has been vacant for some time. Because of a lack of focused staff time in this area, forward movement on a holistic grants management process has been stalled. An indirect cost proposal was submitted to the Federal Government in the Spring of 2006 and the institution is awaiting action. Staff in the Grant Office provided the leadership for progress in developing an integrated resource development agenda by facilitating monthly planning sessions, conducting a mock self-assessment, and preparing a draft framework of a plan for 2006-07.</p>
<p>OAL: Formalize the College's receipt of fiber assets and involvement in board activities related to the BalsamWest FiberNET Initiative.</p> <p>ESULT: Progress made; but no completion.</p>	<p>Progress continues to be 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.</p>

College Goals	2006-2007 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.	A 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.	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	3. Achieve national certification of Grant Office staff.	Certification will be obtained	<ul style="list-style-type: none"> a. Staff will apply for the national Certified Fund Raising Executive (CFRE) certification. b. Staff will attend review course for national certification. c. Staff will sit for certification exam.

3	4. 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"> g. Work with Chief Development Officer to ensure proper orientation of new employees. h. Visit all major organizational units of the College at least once per year to provide an orientation to Grants Office roles, services, and initiatives. i. Engage in regular briefings of the Executive and President's Councils. j. Work with PIO to regularly publish press releases and other publications (internal/external). k. Work with the Web Site Coordinator to maintain a Grants Office presence on the College web site. l. Distribute regular updates on grant activities to entire college family—including a quarterly Trustee Report on the entire resource development function area.
3	5. Strengthen the grants procurement and management processes.	Grants management database will be updated and additions made; and grants management processes will be more consistently used.	<ul style="list-style-type: none"> e. Work with administrative assistant to update information in the grants management. f. Add function to grants management database to allow for the addition of programmatic benchmarks and outcomes—in addition to basic financial and fonder reports. g. Work with the Sponsored Programs Compliance Office to consistently utilize the established College grants management processes.
1,3, 5	6. 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"> d. 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. e. Work with an industry expert and the Vice President for Administrative Services to appraise or otherwise value the fiber contribution to the College. f. Provide support to the President's office related to the College's ongoing involvement in BalsamWest activities.

