

PLANNING/OUTCOMES DOCUMENT

Name of person(s) completing this 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 or 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	2007-08 Department Outcomes/Goals	Success Criteria (Method for measuring extent to which outcome is achieved)	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"> - Once College priorities are established, funding prospects will be actively identified, evaluated, and qualified. - Unsolicited opportunities will be examined for appropriate fit to College priorities. The grant approval process will be utilized to its fullest extent. - 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. - Competitive applications will be submitted and follow up on funded and unfunded proposals will be conducted.
3	2. Develop suite of case statements regarding the College and its various programs.	A case statement library will be developed.	<ul style="list-style-type: none"> - Identify and categorize major institutional, programmatic and community elements. - Conduct research and interview key stakeholders. - Develop written narratives.

3	3. Improve awareness of the services of the Office for Grant Activities by College faculty and staff.	Achieve a minimum 2.8 mean rating on all three Grants Office related items on the Climate Survey.	<ul style="list-style-type: none"> - Work with Chief Development Officer to ensure proper orientation of new employees. - Visit all major organizational units of the College at least once per year to provide an orientation to Grants Office roles, services, and initiatives. - Engage in regular briefings of the Executive and President's Councils. - Work with PIO to regularly publish press releases and other publications (internal/external). - Work with the Web Site Coordinator to maintain a Grants Office presence on the College web site. - Distribute regular updates on grant activities to entire college family—including a quarterly Trustee Report on the entire resource development function area. - Develop a 10-year report on the Office for Grant Activities to be distributed to the College family.
3	4. 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"> - Work with administrative assistant to update information in the grants management. - Add function to grants management database to allow for the addition of programmatic benchmarks and outcomes—in addition to basic financial and fonder reports. - Work with the Executive Council and other divisions of College to develop a “one-stop” process for faculty and staff to request external funding (grants and foundation). - Work with the business office as they restructure the Sponsored Programs Compliance Office to ensure consistency in utilizing the established College grants management processes.

1,3, 5	5. 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"> - Continue to 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. - Work with an industry expert and the Vice President for Administrative Services to appraise or otherwise value the fiber contribution to the College. - Provide support to the President's office related to the College's ongoing involvement in BalsamWest activities.
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Criteria Results for 2007-08 Outcomes Be sure to utilize most current data available	End of Year Analysis (Goals achieved, impact of equipment purchased, improvements to program or service, etc.). Describe how you used the results to improve your program/department.
GOAL: Identify and seek external grant funding. RESULT: Achieved.	A success rate of approximately 74% was achieved.
GOAL: Develop suite of case statements regarding the College and its various programs. RESULT: Progress	A case statement library was begun, but put on hold when support staff for the Grant Office was no longer available. Priorities were reevaluated and focus was placed elsewhere.
GOAL: Improve awareness of and satisfaction with the services of the Office for Grant Activities by College faculty and staff. RESULT: Progress.	Climate Survey mean scores were compared from 2007 and 2008 and mixed results were observed. Of the three questions related to the Grants Office, the results for two of the questions improved, while one dipped slightly.
GOAL: Strengthen the grants procurement and management processes. RESULT: Not met.	The institution continues to struggle with extending the planning process to the budgeting and resource development areas of the College – making the grants process far less effective than if a strategic direction were set and followed. The lack of focused staff time in the grants management area has stalled forward movement on holistic grants management. Improvements to the grant database were put on hold when support staff for the Grant Office was no longer available. Priorities were reevaluated and focus placed elsewhere.
GOAL: Complete the College's receipt of fiber assets from and formalize the College's involvement in the BalsamWest FiberNET initiative. RESULT: Progress	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. The Strategic Alliance Agreement was completed.

College Goals	2008-09 Department Outcomes/Goals	Success Criteria (Method for measuring extent to which outcome is achieved)	Plan of Action (including resources needed)
3	1. Identify and seek external grant funding.	<ul style="list-style-type: none"> - Achieve a minimum 60% success rate. 	<p><u>NEW:</u></p> <ul style="list-style-type: none"> - Create a resource development agenda to provide overall guidance based on annual College priorities. <p><u>ONGOING:</u></p> <p>Based upon the agenda, funding prospects will be actively identified, evaluated, and qualified; Requests for assistance and unsolicited opportunities will be examined for appropriate fit using the Funding Assistance Request process; the Grant Office will collaborate and with appropriate College and community representatives to develop ideas into competitive proposals for submission; follow-up will be conducted on funded and unfunded proposals.</p>
3	2. Improve understanding about Office for Grant Activities by College faculty and staff.	<ul style="list-style-type: none"> - Implementation of a number of improvements to various processes and information sharing activities with campus community. - Achieve a minimum 2.8 mean rating on all three Grants Office related items on the Climate Survey. 	<p><u>NEW:</u></p> <ul style="list-style-type: none"> - Create a Funding Assistance Request Process. - Complete a major web site renovation. - Publish a Office for Grant Activities performance report. - Fine-tune climate survey questions. <p><u>ONGOING:</u></p> <p>Ensure proper orientation of new employees; Visit all major organizational units of the College at least once per year to provide an orientation to Grants Office; Engage in regular briefings of the Executive and President's Councils; Work with PIO to regularly publish press releases and other publications (internal/external); Work with the Web Site Coordinator to maintain a Grant Activities presence on the College web site; Distribute regular updates on grant activities to entire college family—including a quarterly Trustee Report;</p>

3	3. Strengthen the grants procurement processes.	<ul style="list-style-type: none"> - Implementation of several activities to various processed and information sharing activities with campus community. 	<p><u>NEW:</u></p> <ul style="list-style-type: none"> - Work with various units of College to create and implement a Funding Assistance Request Process for use by the Executive Council to guide the activities of the SCC Foundation and Office for Grant Activities. - Work with information technology department to create new grant database and acquire data entry assistance to populate new database with historical and current data. - Renovate the Office for Grant Activities DataBANK to improve efficiency. - Complete creation of case statement library.
3	4. Establish an Institutional Review Board (IRB).	<ul style="list-style-type: none"> - IRB will be established and functional. 	<p><u>NEW:</u></p> <ul style="list-style-type: none"> - Conduct research of pertinent IRB regulations and best practices from other colleges; - Develop procedures and forms; - Complete legal review; - Establish membership of IRB; - Facilitate completion of training of IRB members; - Educate campus community about IRB; - Begin operation of IRB.
1,3, 5	5. Complete receipt of fiber assets from BalsamWest FiberNET.	<ul style="list-style-type: none"> - Fiber assets will be received and College's ongoing relationship with Balsam West will be canonized. 	<p><u>CONTINUING:</u></p> <ul style="list-style-type: none"> - Continue to work with BalsamWest FiberNET Founding Members and principals to formalize the contribution of backbone fiber assets by the Founding Members to the College through fiber assignments and gift document.

Budget Item Description (Budget items requested from college funds)	Current Year Budget:	Ongoing Operational Budget:	Expansion Budget:
Supplies - Subscriptions	Not known	\$1315.00	
Equipment-	Not known	0	
Travel-	Not known	\$5617.85	
Program Accreditation-	NA	0	
Other – Inst. Memberships, Special Postage	Not known	\$1770.00	
Personnel – 1 Half-time Program Assistant	Not known	\$18000.00	
TOTALS		\$26702.85	

Mid-point Review

Progress Notes: