Leveraging Grant Awards

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Strategic Grant Seeking

University Priorities

Funding Agency Priorities

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Strategic Grant Seeking

University Priorities

Funding Agency Priorities

• Grants cost $ and time
• Properly aligned grant seeking reduces risk of spending $ haphazardly and ensures sufficient match funds
• Promotes institutionalization of grant investments and has “buy-in” required to make project successful
Grant Seeking Gaps

- Project management for collaborative grant proposals ("driver" and "glue")
- Grant writing for infrastructure needs
- Identification of strategic grant targets based on funding agency agendas and the institution’s capabilities

Sponsored Programs Office

Traditional SPO
- Support for faculty grant seeking
- Conduct searches for grant opportunities
- Checks for compliance with federal, state and university protocols for outgoing proposals
- Ensures complete and accurate proposal forms and documents

Strategically Focused SPO
- Strategic voice in decisions regarding cross-discipline and infrastructure grant seeking priorities
- Project manager for large scale proposals that require cross-discipline collaboration
- Aggressive fund developer working alongside other income sources

Strategically Focused SPO

- Access to Decision Makers
- Knowledge of Strategic Priorities
- Awareness of Future Plans
- Understanding of Agency Agendas and Funding Trends
- Time Management Skills
8/19/2010

Time Management Activities

- **URGENT**
  - Crises
  - Pressing Problems
  - Deadline-Driven Projects
  - Interventions
  - Some E-Mail
  - Some Meetings
  - Some Reports

- **NOT URGENT**
  - Prevention
  - Relationship Building
  - Recognizing New Opportunities
  - Planning
  - Trivia
  - Busy Work
  - Some Mail
  - Some Phone Calls
  - Time Wasters

Based on 7 Habits of Highly Effective People by Stephen Covey.

Time Investment Results

- **URGENT**
  - Stress
  - Burn-Out
  - Crisis Management
  - Putting Out Fires
  - Short Term Focus
  - Victimized
  - Out of Control
  - Goals and Plans Become Worthless

- **NOT URGENT**
  - Vision
  - Control
  - Discipline
  - Balance
  - Total Irresponsibility
  - Dependent on Others for the Institution for Basics

Based on 7 Habits of Highly Effective People by Stephen Covey.
U.S. Department of Education
Strengthening Institutions (Title III)

• $2M over 5 Years
• Laboratory Renovations
• Scientific Equipment for Teaching
• Faculty Development
• Course Redesign
• Project Coordinator Position
• Endowment Funds for Maintenance

WIFM? Building the Team

• Autonomy
  – The urge to direct our own lives.
• Mastery
  – The desire to get better and better at something that matters.
• Purpose
  – The yearning to do what we do in the service of something larger than ourselves.


Pre-Award Strategy

• Study the grant mechanism
• Observe the “sausage making” of the campus strategy independent of the grant
• Manage proposal development from the SPO
• Team Writing – Everyone contributes based on his/her expertise
• Strategically focus consultant time / expense
• Communicate clearly the rewards and expectations of players if the grant is funded
• If declined - study reviewer comments, recalibrate proposal and re-apply
IT’S A MAJOR AWARD!

Leveraging Prestige

- SHARE CREDIT – Promote the faculty and staff involved with the grant project.
- Communications should focus on the award as a MILESTONE of ongoing progress - not a capstone event.
- Disseminate details of the award and WHAT’S NEXT to other campus offices and divisions.
- Success breeds success!

Leveraging Investments

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>People</th>
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<tbody>
<tr>
<td>Make resources widely visible / available.</td>
<td>Don’t underestimate the Project Coordinator role.</td>
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<td>Increase expectations for those who benefit.</td>
<td>Use high level administrator Steering Committee.</td>
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<td>Research impact (i.e., pedagogy).</td>
<td>Institutionalize programs.</td>
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<td>Communicate how project shows good stewardship.</td>
<td>Include PD funds for faculty - with expectations.</td>
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<td>Find opportunities for other divisions to pursue similar grants.</td>
<td>Create Internal Evaluation Committee.</td>
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Leveraging Evaluation Data

- Involve internal (permanent) personnel.
- Use data to show evidence of the efficacy of program elements.
- Use data to show needs for improvement.
- Evaluation data is formative as well as summative, so review reports as they are available rather than waiting for the final report.
- Report evaluation data to stakeholders and collaborators.

The Strategic SPO Director

- Be proactive – know “what’s next”
- Know when to say “no”
- Carve out time for strategy and relationship building
- Communicate with program officers
- Be generous with credit
- Amplify success as a rung in a ladder, not a capstone accomplishment

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