

Assessment Cycle 2018 – 2019

Office of Sponsored Programs (OSP)

Division or Department: TIED

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Northwestern Mission. Northwestern State University is a responsive, student-oriented institution that is committed to the creation, dissemination, and acquisition of knowledge through teaching, research, and service. The University maintains as its highest priority excellence in teaching in graduate and undergraduate programs. Northwestern State University prepares its students to become productive members of society and promotes economic development and improvements in the quality of life of the citizens in its region.

Office of Sponsored Programs Mission. The mission of Northwestern State University's Office of Sponsored Programs (OSP) is to nurture and grow the sponsored-programs enterprise at NSU in accordance with the University's overall mission. OSP offers faculty assistance in: (a) identifying funding opportunities; (b) developing grant applications for submission to external funding agencies; and (c) implementing funded projects. OSP will work with faculty to encourage the inclusion of undergraduate and graduate students in their sponsored projects and activities.

Methodology: The assessment process includes:

- (1) Data from assessment tools (direct & indirect and quantitative & qualitative) are collected and returned to the director and stored by the director in secure digital format;
- (2) The director and support staff will analyze the data to determine whether the applicable outcomes are met;
- (3) Results from the assessment will be discussed with the appropriate staff and reported to the Vice President of Technology, Innovation, and Economic Development;
- (4) Individual meetings will be held with staff as required to address identified concerns;
- (5) The director, in consultation with the staff and senior leadership, will determine proposed changes to measurable outcomes, assessment tools for the next assessment period and, where needed, service changes.

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Service Outcomes

SO 1. OSP ensures a collaborative partnership with faculty and administration to increase the number of proposals submitted to external agencies. OSP will accommodate 100% of faculty requests for assistance with the use of funding search databases (grants.gov, GRC database, program websites, etc.) to increase the number of proposals submitted. Monitored via Office calendar and/or email.

Measure 1.1. OSP complies with the university growth expectations of 10% increase in proposal submission to external agencies, determined at fiscal year-end.

Finding: Target was Not Met.

	Target	Actual
Submitted Proposals		
2016-2017	48	52
2017-2018	57	47
2018-2019	52	45
2019-2020	50	

Analysis: In 2017-2018, the target was not met. Based on data analysis 2017-2018 we determined that our decline in proposals were negatively impacted by several factors outside of the department control. Restructuring of the Board of Regents Support Fund Program, the lack of availability of funding due to state budget issues, and significantly reduced Nursing proposals because of several Health Resources and Services Administration (HRSA) program eliminations and/or restructuring were the big negative impacts. The department stepped back to regroup and began reviewing submission procedures and researched available grant opportunities that were not hinged as tightly to these outside forces. Based on these actions in 2018-2019 the target was not met.

The self-reflection encouraged the department to send out regular email announcements of available funding opportunities, market campus services available to assist faculty with proposal submissions, and met with individual departments to provide guidance on how to use online resource tools such as the Grants Resource Center site which provides access to a comprehensive suite of tools and services to assist in securing competitive grants from federal and private agencies. OSP continued to monitor timely submissions of grant proposals through Office Calendar.

Decision, action or recommendation: In 2018-2019 the target was not met. Based on the analysis of these results in 2019-2020 the following changes will be implemented. OSP plans to add a funding opportunity list to the existing monthly university newsletter. The upcoming funding opportunities list provides a list of various agencies that have grants offerings. This will enhance the currently shared information of funded awards and recently submitted proposals. Target submissions for 2019-2020 is set for 50.

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SO 2. OSP ensures an increase in external dollars received from submitted proposals by faculty, staff, and administration.

Measure 2.1. OSP complies with a target goal of 15% increase of external dollars received at fiscal year-end.

Finding: Target was Not Met.

Grant Submission	Target	Received
2016-2017	\$4.8 m	\$4.9 m
2017-2018	\$5.6 m	\$5.7 m
2018-2019	\$6.6 m	\$4.9 m
2019-2020	\$5.6 m	

Analysis: In 2017-2018 the target was met. Based on the analysis of the 2017-2018 results we sent out regular email announcements of available funding opportunities, marketed campus services available to assist faculty with proposal submissions and met with individual departments to provide guidance on how to use online resource tools such as the Grants Resource Center. Based on these actions in 2018-2019 the target was not met. As of June 5, 2019, a total of \$4,852,604.00 has been received in grant funding. This dollar amount reflects the grant monies that have been awarded with an effective date of July 1, 2018 to date (end of Fiscal year for grant totals occurs June 30, 2019).

Decision, action or recommendation: In 2018-2019 the target was not met. Based on the analysis of these results in 2019-2020 the following adjustments will be implemented. The department is researching for grant opportunities that will increase faculty submissions. A funding opportunity list will be added to the existing monthly university newsletter for faculty convenience to notifying them of upcoming grant opportunities. OSP will then continue with regular email announcements, market services available to assist faculty with submissions, and meet with individual departments to provide guidance and support in their efforts to search for available funding. Growth target for 2019-2020 is set for \$5.6 million.

Measure 2.2. OSP enforces a 100% internal deadline date requirement, managed by Office calendar and deadline reminders, thus providing timely review and feedback for quality assurance of proposals with 8 support meetings each fiscal year.

Finding: Target was Met.

Proposal Meetings	2017	2018
1 st Quarter	6	4
2 nd Quarter	2	3

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3rd Quarter	0	3
4th Quarter	2	3

Analysis: In 2017-2018 the target was met. Based on the analysis of 2017-2018 results, a total of 10 meetings were held. These meetings ensured individualized attention to detail by assisting with proposal reviews, edits, cross references, and final preparation for submission within the grant submission time frame. Based on these actions in 2018-2019 the target was met. For 2018-19 fiscal year, a total of 13 meetings have been held as of June 4, 2019. All proposals have met their submission deadline dates and currently awaiting funding approval for 19 submissions.

Decision, action or recommendation: In 2018-2019 the target was met. Based on the analysis of these results in 2019-2020 the following preparations will be made to support faculty research for grants. Components deemed necessary to meet this target goal include, but are not limited to, working overtime and holidays, utilizing expedited shipping services and maintaining quality communication/correspondence with faculty. Due to ever-changing updates among sponsoring agencies and faculty turnover rates, the continuation of Professional Development endeavors regarding grant submissions is also essential to OSP’s success. The 2019-20 goal is to maintain 100% timely submissions with a minimum of 8 support meetings given the current staffing of the OSP department.

SO 3. OSP promotes collaboration and disseminates opportunities among departments for institutional-wide projects and proposals.

Measure 3.1. OSP will monitor attendance and participation of collaborative focus groups supporting institutional-wide projects and/or proposals for a minimum of 2 opportunities annually.

Finding: Target was MET.

Collaboration Sessions	2017	2018
1 st Quarter	2	0
2 nd Quarter	0	2
3 rd Quarter	1	1
4 th Quarter	1	0

Analysis: In 2017-2018 the target was met. Based on the analysis of 2017-2018 results OSP closely monitored timely grant submissions and supported faculty/staff with quality proposal preparation. Based on these actions in 2018-2019 the target was met. This procedure continues to provide support and quality preparation to our project groups with their grant proposals. OSP has assisted with a total of 45 proposals this fiscal year. Thirty proposals have been awarded this fiscal year which may include proposals that were submitted from the previous fiscal year but had effective start dates of July 1, 2018 or later, while 19 proposals are still under review for funding approval.

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According to Business Affairs’ accounting records, 63 grants are currently active for a total budgeted amount of \$23,225,151. As of this date, June 4, 2019, a total of 3 collaborative support meetings have been held. In accordance with the data collected by the Business Affairs accounting record, this process is strategic in achieving external funding monies.

Decision, action, recommendation. In 2018-2019 the target was met. Based on the analysis of these results in 2019-2020 the following recommendation has been suggested that OSP increase their collaborative support meetings up to 3 to assist focus groups with institutional-wide projects and/or proposals. By increasing these opportunities with one additional offer, faculty members may find it more feasible to work on a project knowing they can receive the support. Target for 2019-2020 is set for 2 opportunities with the recommendation of adding one additional meeting strategically into the year.

Measure 3.2. OSP will achieve 100% positive feedback on a Performance Survey submitted to faculty/staff participants to ensure participants are satisfied with opportunities provided. Survey is administered at end of Fall and Spring semesters. Appendix A

Finding: Target was Not Met.

	2017-2018 FY	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Skilled	88%	0%	0%	0%	15%	85%
Attentive	85%	0%	0%	0%	8%	92%
Collaborative	88%	0%	0%	0%	8%	92%
Availability	92%	0%	0%	8%	0%	92%
Committed	85%	0%	0%	8%	0%	92%
Value of Service	63%	0%	0%	-	23%	77%
Quality of Information	72%	0%	0%	-	23%	77%

Analysis: In 2017-2018, the target was not met. Based on the analysis of the 2017-2018 results OSP discussed measures to increase awareness of various opportunities for proposal submissions, digitized the internal routing process, and provided more training on the functionality of online funding search resources. Based on these actions in 2018-2019 the target was not met. To promote OSP’s commitment and support of faculty members’ goals, the OSP staff identified the needs of the faculty and utilized follow up questions to work towards accommodating those needs. Improvement in satisfaction ratings occurred in all areas with exception to the “skilled” category. Data analysis this year also included results from the “Value of Service” and “Quality of

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Information” to provide a summative view of the presentations. Review of 2018-2019 compared to last year results also show improvements. Total survey responses were only 13 responses.

Decision, action, recommendation. In 2018-2019 the target was not met. Based on the analysis of these results in 2019-2020 OSP must increase the number of survey responses. Additionally, faculty recommendations request additional time consideration to assist those who do not have grant writing experience; more guidance on finding additional grants; consider a space with a large screen monitor and speakers for future webinars; grant writing sessions for smaller grants; and consider relocation to the Union center for a more centralized campus location. A target goal of 100% satisfaction is set.

SO 4. OSP will ensure opportunities for quality professional development for faculty and staff.

Measure 4.1. OPS will comply with a minimum of 6 professional development opportunities for faculty annually. Appendix B

Finding: Target was Met.

Professional Development	Workshops	
	2017	2018
1 st Quarter	2	4
2 nd Quarter	1	2
3 rd Quarter	2	3
4 th Quarter	1	3

Analysis: In 2017- 2018 the target was met. Based on the analysis of 2017-2018 results, the department found it practical and feasible to offer 6 professional development workshops. Based on this action in 2018-2019 the target was met. Data analysis reflects that the number of professional development offerings doubled the target goal with 12 offerings to the faculty this year.

Decision, action or recommendation: In 2018-2019 the target was met. Based on the analysis of these results in 2019-2020 the following recommendation is to increase to 8 professional development offerings to the faculty. OSP has been able to exceed the target goal of 6 for two consecutive years. The target goal of 6 is set with a recommendation if increasing this offering to 8. Overall Quality for 2019-2020 satisfaction is set at 100%.

Measure 4.2. OSP will achieve a 100% positive feedback from each professional development session OSP conducts. Participants are provided a Satisfaction Survey following each PD session. Appendix A & B

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Finding: Target was Met.

	2017-18 FY	2018-19 FY
Quality of OSP	76.6%	100%
Response Time to Questions	90.2% Just Right	93%
Satisfied Responses	94.75% Just Right	92%
Increased Skills/Knowledge	84.95% Little/Lot	81%
Quality of Information	N/A	100%
Overall Quality	93%	100%

Analysis: In 2017-2018 the target was not met. Based on analysis of 2017-2018 results from the Performance Survey and results garnered from the Satisfaction survey, OSP combined its results and increased awareness of various opportunities for professional development and digitized the internal routing process. Based on these actions in 2018-2019 the target was met. Overall quality did reflect a 100% Satisfactory/Excellent review when considering the combined Performance and Satisfaction Surveys. Respondents indicated that 90% would attend another professional development and/or collaborative meeting after attending a meeting this year. Comments provided by faculty on the Satisfaction survey state, "I like that the staff was willing to demonstrate how to search for grants and allow us to participate." "[OSP] staff have improved my work many times over, and I directly attribute having won several grants from their having shepherded my work through the process from beginning to end." These types of comments and an overall satisfaction rating of 100% (Sat + Excellent) indicate that OSP is making positive strides with the Northwestern State faculty's grant writing submissions and willingness to take on such a tasking.

Decision, action or recommendation: In 2018-2019 the target was met. Based on the analysis of these results in 2019-2020 the following changes will be implemented. OSP will combine their two surveys into one. Faculty recommendations request additional time consideration to assist those who do not have grant writing experience; more guidance on finding additional grants; consider a space with a large screen monitor and speakers for future webinars; grant writing sessions for smaller grants; and consider relocation to the Union center for a more centralized campus location. A target goal of 100% satisfaction is set.

Measure 4.3. OSP staff participates in a minimum of 6 professional development sessions to advance their professional knowledgebase.

Finding: Target was Met.

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	Staff Attended PD	
	2017-2018	2018-2019
1 st Quarter	5	6
2 nd Quarter	4	2
3 rd Quarter	3	5
4 th Quarter	5	1

Analysis: In 2017-2018 the target was met. Based on the analysis of 2017-18 results, OSP selected professional development for their staff that would keep them abreast of changes in external funding agencies and grant opportunities. Based on these actions in 2018-2019 the target was met. OSP able to attend 14 professional development events as of June 4, 2019, thus exceeding their minimum target of 6 PD sessions annually. These professional developments inform OSP of upcoming changes in agency and/or program specific requirements in addition to increasing visibility/status of the office. The webinars and conferences provide critical updates and changes in the writing/submittal process and inform grant writers of key tasks/tips to follow during the development of proposals as well as the duration of the project period.

Decision, action, recommendation. In 2018-2019 the target was met. Based on the analysis of these results in 2019-2020 OSP will search for additional conferences and workshops that will assist them with small grant opportunities and support with grant writing for new faculty. A minimum of 6 professional development events is set.

Comprehensive summary of key evidence of improvements based on analysis of results.

- We determined that outside funding changes negatively impacted the number of grant submissions. The department stepped back to regroup and began reviewing submission procedures and researched available grant opportunities that were not hinged as tightly to these outside forces.
- We sent out regular email announcements of available funding opportunities, marketed campus services available to assist faculty with proposal submissions and met with individual departments to provide guidance on how to use online resource tools such as the Grants Resource Center. As of June 5, 2019, a total of \$4,852,604.00 in external dollars has been received.
- OSP managed deadline submission dates and held proposal meetings to assist in timely submissions. For the 2018-19 fiscal year, 13 meetings were conducted and exceeded the target goal of 8 for the 2018-19 FY. These meetings consisted of grant reviews, edits, cross references, and final preparation for submission within a timely manner. Each submitted grant is reviewed and edited by an OSP staff member prior to final submission to an external sponsoring agency.

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- OSP was able to conduct 3 collaboration meetings thus exceeding the target goal of 2 opportunities per year. This procedure provides valuable support and quality preparation to our project groups with their grants. OSP has assisted with a total of 45 proposals this fiscal year. Thirty proposals have been awarded this fiscal year which may include proposals that were submitted from the previous fiscal year but had effective start dates of July 1, 2018 or later, while 19 proposals are still under review for funding approval. University Business Affairs reports 63 active grants with a total budgeted amount of \$23,225,151.
- OSP improved Performance Survey results by demonstrating commitment and support of faculty members' goals by identifying their needs and utilizing follow up questions to work towards accommodating those needs. Data analysis this year also included results from the "Value of Service" and "Quality of Information" to provide a summative view of the presentations. Review of 2018-2019 compared to last year results also show improvements. Total survey responses were only 13 responses.
- The department found it practical and feasible to offer 6 professional development workshops; however, OSP was able to offer 12 workshops to the faculty this year.
- OSP combined its Performance and Satisfaction survey results when reviewing professional development workshops. Changes initiated with Collaborative workshops also impacted Professional Development workshops. Based on these actions in 2018-2019 the target was met. Overall quality reflected a 100% Satisfactory/Excellent. The survey indicates a 90% return rate for another professional development and/or grant collaborative meeting after attending a meeting this year.
- OSP attended 14 professional development events as of June 4, 2019. These professional developments inform OSP of upcoming changes in agency and/or program specific requirements in addition to increasing visibility/status of the office. The webinars and conferences provide critical updates and changes in the writing/submittal process and inform grant writers of key tasks/tips to follow during the development of proposals.

Plan of action moving forward

1. OSP is researching for grant opportunities that assist faculty submissions. A funding opportunity list will be added to the existing monthly university newsletter for faculty convenience to notifying them of upcoming grant opportunities. OSP will then continue with regular email announcements, market services available to assist faculty with submissions, and meet with individual departments to provide guidance and support in their efforts to search for available funding. Target goal of \$5.6 is set within a submission of 50 grants for 2019-2020 FY.

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2. Preparations for 2019-2020 fiscal year begins with organizing the calendar with anticipated overtime and holiday work schedule, utilizing expedited shipping services and maintaining quality communication/correspondence with faculty. Prepare Professional Development sessions covering changing updates among sponsoring agencies and tips for new faculty grant writers. The 2019-20 goal is to maintain 100% timely submissions with a minimum of 8 support meetings.
3. Recommendation that OSP increase their collaborative support meetings to 3 to assist focus groups with institutional-wide projects and/or proposals. By increasing these opportunities with one additional offer, faculty members may find it more feasible to work on a project knowing they can receive the support. The following recommendation to improve performance satisfaction ratings with these meetings is to increase the number of survey responses and specifically identify the suggested improvements from participants.
4. A minimum of 6 professional development opportunities will be offered to assist faculty and focus groups with grant proposals. It is recommended that OSP consider increasing the number of professional development opportunities to 8 for the 2019-2020 FY. Overall Quality for 2019-2020 satisfaction is set at 100%.
5. OSP must increase the number of survey responses and combine the survey tools into one that reflects the quality and effectiveness of the Collaboration Meeting and Professional Development offerings. In addition, an in-depth discussion of the suggested comments to better meet the faculty needs and increase the quality of services will be reviewed for practical implementation the following fiscal year.
6. Additional suggestions given by the faculty to consider for the 2019-2020 FY are as follows: additional time consideration for assistance to those who do not have grant writing experience; more guidance on finding additional grants; consider a space with a large screen monitor and speakers for future webinars; grant writing sessions for smaller grants; and consider relocating to the Union center as it is a more centralized campus location.
7. OSP will search for additional conferences and workshops that will assist them with small grant opportunities and support with grant writing for new faculty. A minimum of 6 professional development events is set.