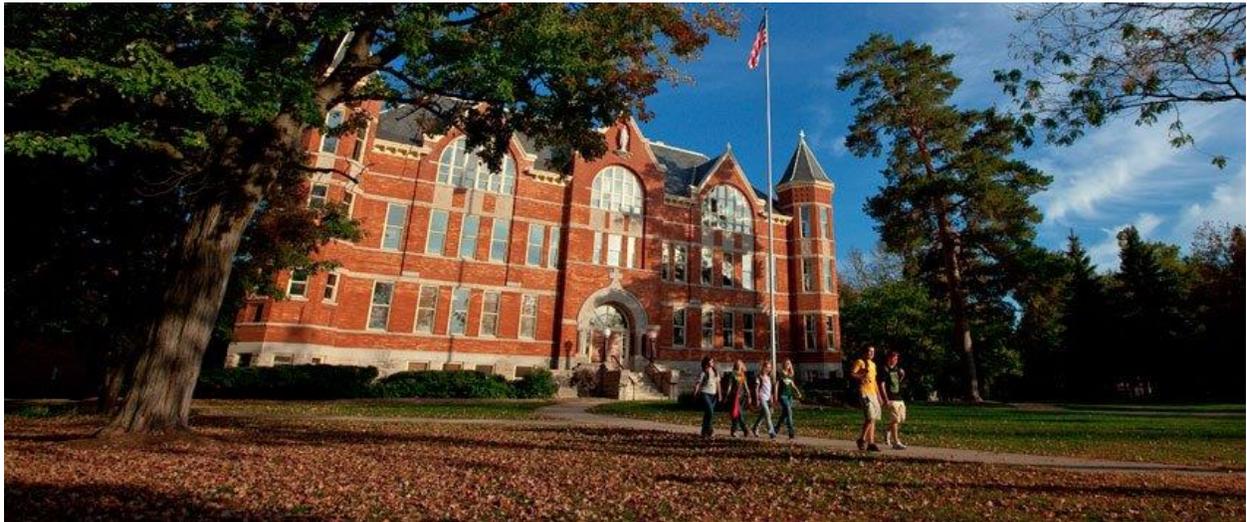


Office of Grant Development Annual Report 2012-2013



Grant Development

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PREFACE

I am very pleased to share with you the 2012-2013 Annual Report for the Office of Grant Development. The Office of Grant Development at St. Norbert College strives to proactively facilitate grant seeking among SNC faculty and staff through recognition, promotion and rewards.

The Office of Grant Development is part of the Academic Dean's Office and reports to Jeff Frick, Dean of the College and Academic Vice President. Through May 31, 2013 the office was part of Institutional Effectiveness and reported to Bob Rutter, then Associate Vice President of Institutional Effectiveness.

In addition to helping faculty and staff prepare proposals for external funding, the Director of Grant Development undertakes a range of other activities to support the college's mission including:

- Hosting a yearly summer grants workshop for faculty and staff
- Participating in the Office of Faculty Development's New Faculty Orientation
- Serving as an ex officio member of the Committee on Undergraduate Research
- Scholarship and Creative Activity and the Fellowship Committee
- Speaking to classes about grants and grantseeking
- Teaching an Honors Tutorial on "Grants and Fellowships: Funding Opportunities for Graduate School and Beyond"
- Managing the college's research compliance documents

How to Read this Report

Thank you for reviewing the Annual Report for the Office of Grant Development. With this report I hope to highlight the grant seeking activity taking place among faculty and staff throughout St. Norbert College. A few notes of explanation:

- I have divided grants into seven categories: Humanities and Fine Arts, Social Sciences, Natural Sciences, Mission and Student Affairs, Academic Affairs, Auxiliary Services, and Enrollment Management and Communications. While Humanities and Fine Arts, Social Sciences and Natural Sciences are all within Academic Affairs, grants that are initiated by faculty are categorized within the faculty member's discipline. Grants that are categorized within Academic Affairs include those submitted by staff in the Center for International Education, the library, and other departments. Mission and Student Affairs includes all grants initiated by staff members from that division or written on behalf of programs within that division, for example the Martin Luther King Day of Service. Auxiliary Services includes the Strategic Research Initiative and other entities that are separate from SNC's divisional structure.
- The number of faculty and staff involved in grantseeking does not match up exactly with the number of grants submitted because multiple people may be involved in writing a single grant or conversely one faculty or staff member may submit more than one grant in a single fiscal year.
- Active awards include all grants that are currently being funded. They could have been initiated in the current or during a previous fiscal year. Many awards last for more than one year so a given grant award may be active for several years or more.
- Grant proposals are often submitted in one fiscal year and do not receive a funding decision until the following year. Grants awarded in any fiscal year including those listed in this report include a mix of proposals submitted that fiscal year and some submitted in the previous fiscal year. Proposals submitted include all of the grant proposals initiated in a given fiscal year. Proposals funded include all of the grants awarded in a given fiscal year.

Office of Grant Development

Departmental Philosophy

The Office of Grant Development supports faculty and staff throughout the college in all phases of grantseeking in order to secure external funding for projects that fulfill the mission of St. Norbert College. The office provides a spectrum of pre-award and post-award services ranging from researching, identifying, and publicizing potential funding opportunities, to editing proposals and submitting applications to assisting with post-award reporting. The Director of Grant Development wants to work with faculty and staff whatever their level of familiarity with grantseeking. Experienced grant seekers can get assistance with editing and submission while those with less experience can receive help through each step of the process. Locating Grant Development in Academic Affairs was intentional. The Director of Grant Development supports faculty and staff in reaching their goals while also working to achieve the greater goals of the institution. The office is responsive to the College's institutional needs as well as the needs and interests of individual faculty and staff when pursuing funding opportunities. The Director of Grant Development wants grantseeking to become part of the campus culture and believes it is an essential part of St. Norbert College's pursuit of excellence.

The History of Grantseeking at St. Norbert College

Prior to the establishment of the Office of Grant Development in 2009 grantseeking was primarily for the benefit of the college, not to support individual scholarship or research agendas. When the office of Grant Development was moved to Academic Affairs in 2009 a philosophical shift took place within the office. The goal of grantseeking was no longer to solely bring in funds to the college but to support SNC's mission and endeavors.

The Office of Grant Development was formerly known as the Office of Sponsored Programs (OSP) and was part of College Advancement with the number of staff members varying. In FY05 the office had a Director of Sponsored Programs, and two Associate Directors. In addition to traditional grant writing, OSP also handled individual solicitations and other special projects for Advancement. In FY06 the office lost one Associate Director and the Director began to spend approximately 40% of his time on other Advancement activities. In FY 2007 the Office of Sponsored programs was down to 1.5 FTE. In early FY10 the Office of Sponsored Programs was renamed the Office of Grant Development and was moved from Advancement to Academic Affairs. At that point and up to the end of the 2013 Fiscal Year, the office has been staffed by the Director of Grant Development under the supervision of the Associate Vice President of Institutional Effectiveness. Starting with the 2014 Fiscal Year the Office now reports to the Dean of the College and Academic Vice President.

Between FY 2005 and FY 2009 the Office of Sponsored Research worked on an average of 24 proposals each year with a high of 31 in 2006 and a low of 13 in 2009. The average request amount per year was just over \$2.1 million with a high of \$3,153,231 in 2007 and a low of \$520,353 in 2009. The average award was \$663,632 per year although this was skewed by a single sizable award from the Lilly Endowment in FY 2007. That year had a high of over \$2 million in awards while 2009 had a low of \$150,629 in awards.

The table below represents grant seeking activity since the office was constituted as Grant Development in 2010 and staffed by a single Director of Grant Development with a focus primarily on faculty and staff research and programs. The current Director of Grant Development started in the beginning of FY11

	Proposals Submitted	Requested Amount	Award Amount
FY 2010	13	\$684,210	\$174,600
FY 2011	22	\$1,083,804	\$95,900
FY 2012 Goal	24	\$2,000,000	
FY 2012 Actual	20	\$4,594,739	\$297,915
FY 2013 Goal	24	\$3,000,000	\$500,000
FY 2013 Actual	21	\$1,571,720	\$223,641 plus collection of resources

Award amount refers to all awards received during that fiscal year. Some may correspond with requests submitted in previous fiscal years.

Responsibilities

Compliance

The Office of Grant Development oversees compliance as it relates to grantseeking. The Office of Grant Development has collected in one place evidence that St. Norbert College is in compliance with the most common certifications required by grant making agencies and ensures that all certifications are up to date. The Director of Grant Development monitors certification requirements for the major public grant makers so that the College is fully compliant with all requirements.

Researching and Publicizing Funding Opportunities

The Director of Grant Development devotes a significant amount of time to locating and disseminating funding opportunities to faculty and staff. Because federal agencies are a major source of funding the Director of Grant Development needs to stay abreast of funding opportunities available through the National Science Foundation, National Institute of Health, National Endowment for the Humanities and other government agencies. The Director of Grant Development visits grants.gov, a website which lists all federal funding opportunities, once weekly and searches all opportunities available to private institutions of higher education. The Director of Grant Development then examines the 20-30 results that appear to see if any would be of interest to faculty or staff. The Director of Grant Development also has access to Foundations in Wisconsin Online which provides information on all private foundations in Wisconsin and Foundation Directory Online which can be searched by area of interest, state, deadline and using other criteria. The Director of Grant Development is a member of the Council on Undergraduate Research and the National Council of University Research Administrators and receives frequent communications alerting her to new funding opportunities. The Director of Grant Development researches proactively and reactively to stay aware of what opportunities are available but also to respond to the needs of a specific faculty or staff member.

In order to be a resource to faculty and staff the Director of Grant Development strives to publicize funding opportunities as frequently as possible. The departmental website,

www.snc.edu/grants, is updated at least once monthly and often more frequently. The website includes announcements about upcoming events and lists of grant opportunities. These lists are organized by date and provide basic information on funding opportunities with links to further information. The website also has lists of public and private funders, frequently requested data and other resources for grantseekers. Recently the Director of Grant Development added three new pages to the website. One lists faculty and staff areas of interest and is intended to encourage collaborations across departments. Another lists all grants that have been applied for as well as grants that faculty intend to submit in the future. The third page provides information on the College's grant history listing all grants received by faculty and staff dating back to 2000. When working with faculty and staff the Director of Grant Development encourages them to visit the website and view it as a source of ideas and information. The Director of Grant Development also has a listserv which faculty and staff can subscribe to. Through this mechanism information on upcoming grants as well as other items of interest are disseminated quickly and efficiently.

Proposal Development and Submission

Proposal development and submission is the most important function of the Director of Grant Development. As stated above, this process starts with locating funding opportunities and sharing them with faculty and staff. Occasionally faculty and staff may bring funding opportunities they are interested in to the Director of Grant Development and begin the process this way. Most commonly the grantseeking process begins by a faculty or staff member sharing a funding interest with the Director of Grant Development. The Director of Grant Development then locates an appropriate funder and contacts the funder to discuss the idea and see how it fits within their priorities. The Director of Grant Development works closely with the faculty or staff project director to create the proposal ensuring they follow all proposal guidelines and requirements and create the strongest possible finished product. The Director of Grant Development often edits proposals before submission reviewing them for clarity. The Director of Grant Development generally manages proposal submission, particularly to government agencies as their portals often require that submission be done by an institutional representative. If the proposal is unsuccessful the Director of Grant Development reviews any evaluation with the project director and determines if the proposal should be revised and resubmitted or identifies other funding opportunities.

Training Opportunities for Faculty and Staff

In order to foster a culture of grantseeking at St. Norbert College, the Director of Grant Development offers frequent training opportunities for faculty and staff. This begins with workshops for new faculty. The Director of Grant Development participates in New Faculty Orientation and speaks about grantseeking at St. Norbert College. The Director of Grant Development also regularly offers Teaching and Learning Workshops on grantseeking.

The Director of Grant Development also offers a summer workshop for beginning grantseekers. Participants receive a small stipend for their participation in the two day workshop where they develop and complete a grant proposal which they submit to an external funder. The Director of Grant Development meets with participants during the spring semester to select a funding opportunity to pursue. They then contact the funder to discuss their idea, complete a literature review, and do other preliminary work. During the workshop participants discuss their ideas with their colleagues, assemble required

documents and put further work into their proposals. They emerge from the workshop with a complete or nearly complete proposal which will be submitted to a funder.

Post-award Follow up and Reporting

If a proposal is successful the Director of Grant Development works with the project director and Assistant Director of Finance to ensure an account is created and reporting requirements are met. The Director of Grant Development may also assist the project director with grant administration and reporting during the grant period and at its terminus.

Shepherding Large Institutional Initiatives

Many proposals require the involvement of more than one faculty or staff member. The Director of Grant Development oversees and manages the development of proposals for large institutional initiatives. The Director of Grant Development ensures that there is proper approval and involvement from the President's Council. The Director of Grant Development identifies the faculty and staff that will need to be involved in drafting the grant, brings them together and works with them to divide responsibility appropriately. The Director of Grant Development prepares the final proposal making sure that it is a unified whole that represents the best effort possible and submits it to the funder.

Coordination with Other Campus Constituents

Because the role of the Director of Grant Development is to support faculty and staff in their grantseeking efforts, coordination with multiple constituencies is vital to meet this goal.

Academic Affairs:

Dean of the College: The Dean of the College serves as the Signing Official and/or Authorized Organizational Representative for all government grant agencies. The Director of Grant Development is authorized to sign off on grant submissions as his representative. The Director of Grant Development works with the Dean to ensure that grant submissions fit within the College's academic priorities.

Division Budget Manager: The Director of Grant Development works with the Division Budget Manager to develop budgets and ensure timely and accurate post-award reporting.

Director of Faculty Development: The Director of Grant Development works closely with the Director of Faculty Development throughout the year presenting at New Faculty Orientation and offering other workshops and presentations to faculty. Because the two positions share similar goals they meet often to ensure that the Director of Grant Development is meeting the needs of the faculty by providing them with the information and services they need as they relate to grant seeking.

Advancement:

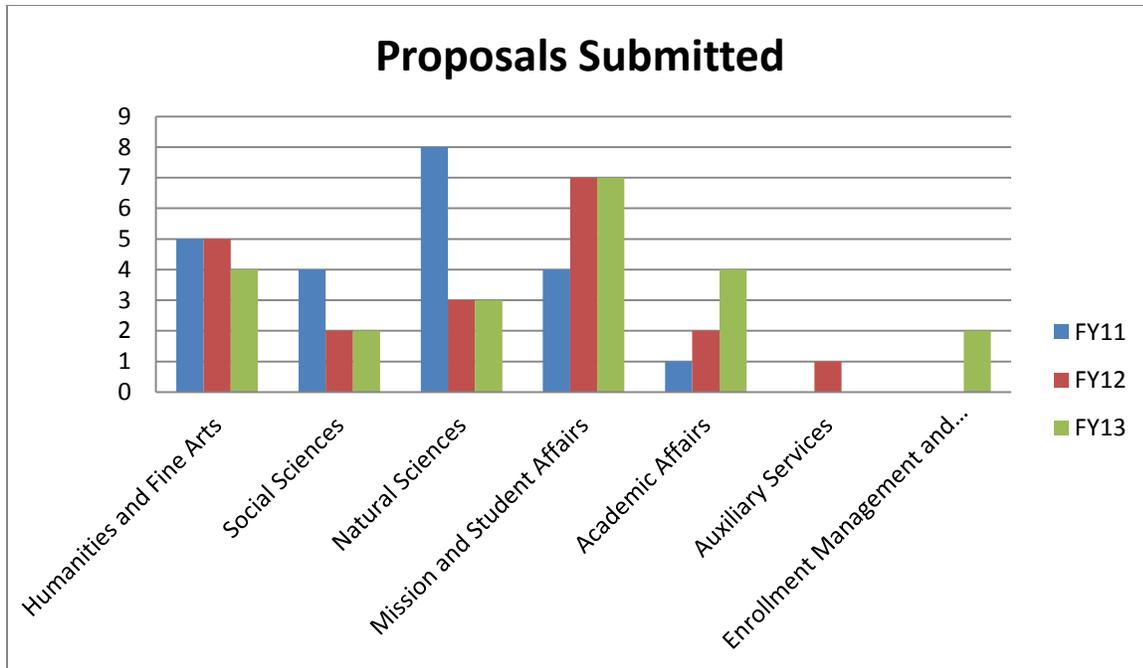
Director of Corporate and Foundation Relations: There is some overlap between the responsibilities of the Director of Corporate and Foundation Relations and the Director of Grant Development. The Directors meet monthly to discuss what they are working on and ensure they are not competing for the same funding source. The Director of Grant Development also notifies The Director of Corporate and Foundation Relations when a faculty or staff member is applying to a private foundation and provides Advancement a copy of the proposal for their files. The two offices also share faculty and staff funding interests with one another to ensure faculty have access to the broadest pool of potential funders. The Director of Grant Development also shares access to grants databases with Advancement.

Business and Finance:

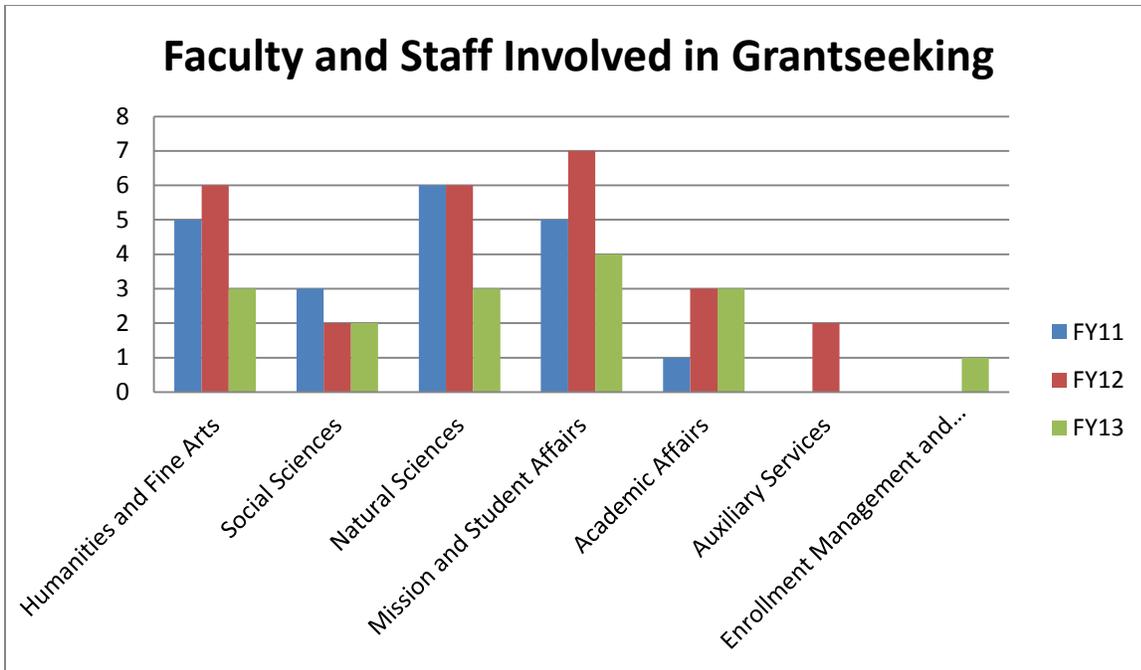
Assistant Director of Finance: The Director of Grant Development works with the Assistant Director of Finance on post-award reporting.

Mission and Student Affairs:

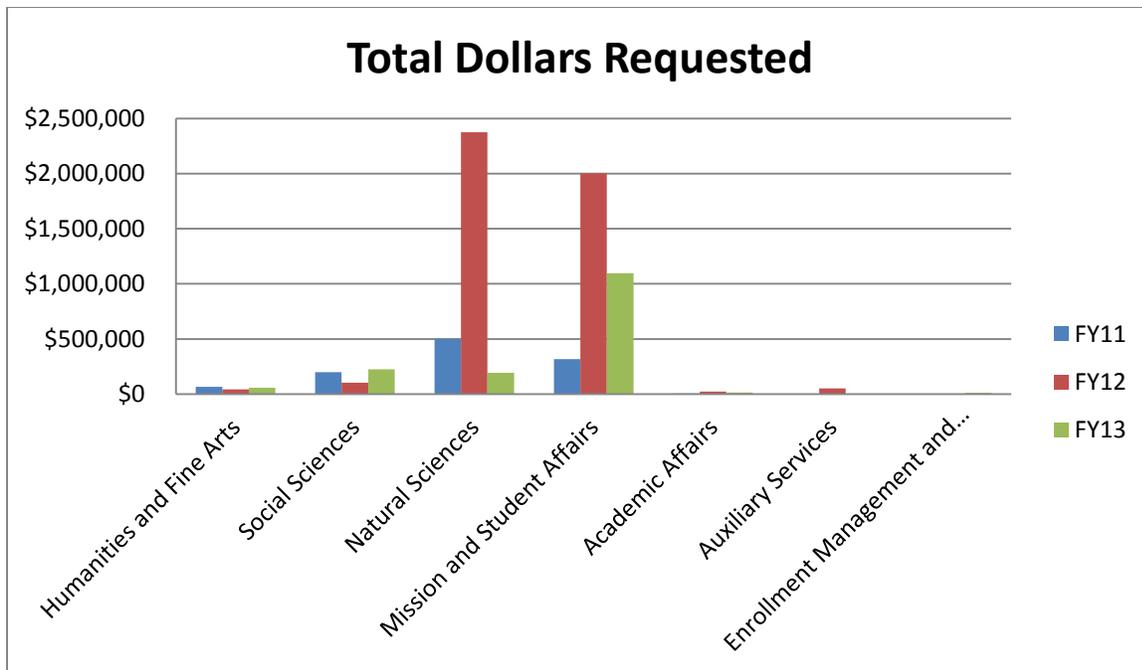
The Director of Grant Development supports Mission and Student Affairs staff in their grantseeking efforts working especially with the Assistant Dean for Campus Life, the Assistant Dean for Student Development, the Director and Associate Director for Leadership Development, Service and Engagement, the Director of the Sturzl Center for Community Service and Learning, the Director of the Center for Norbertine Studies, the Program Director for Faith, Learning and Vocation, and the Director of the Peace and Justice Center.



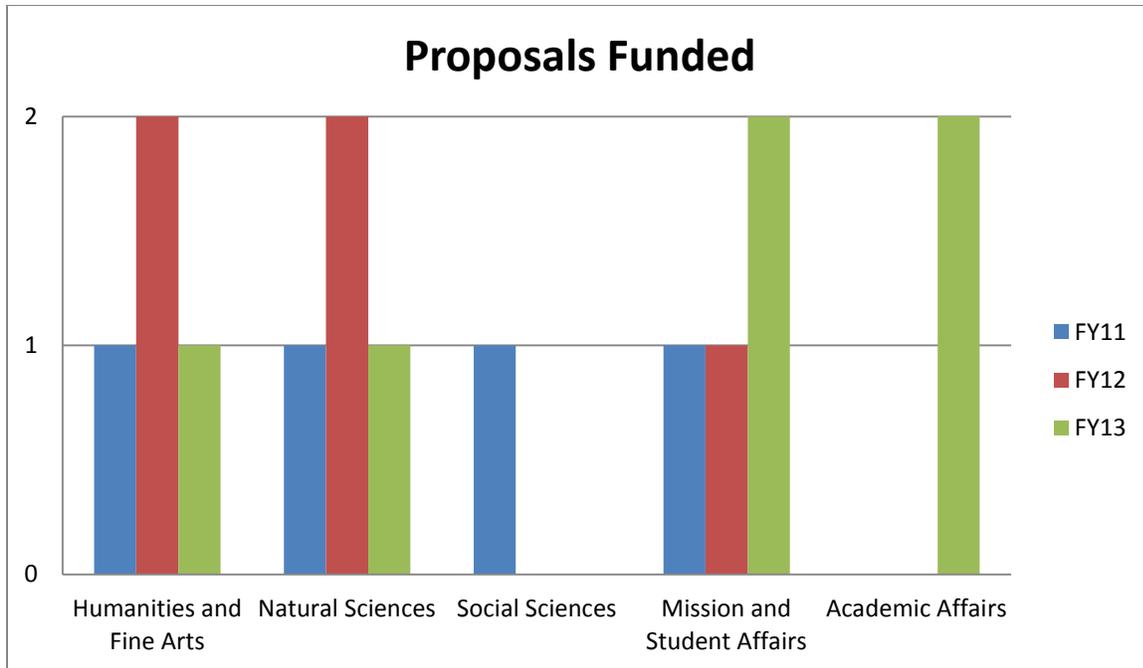
In FY 2011 St. Norbert College faculty and staff submitted 22 proposals to external funders. In FY 2012 20 proposals were submitted in total and 21 were submitted in FY 2013. The construction of a new science building caused a significant drop in the number of proposals submitted in both the Natural and Social Sciences in 2012 and 2013 as faculty were hesitant to submit proposals that committed them to research they would be unable to undertake without the necessary laboratory space. The number of proposals submitted within a given year is dependent on faculty and staff needs as well as programmatic goals. Consequently it will ebb and flow. Additionally, certain funding opportunities are only offered every few years or on single occasion. For example, FY13 saw a one-time funding opportunity from the College Board which resulted in two proposals from Enrollment Management and Communication.



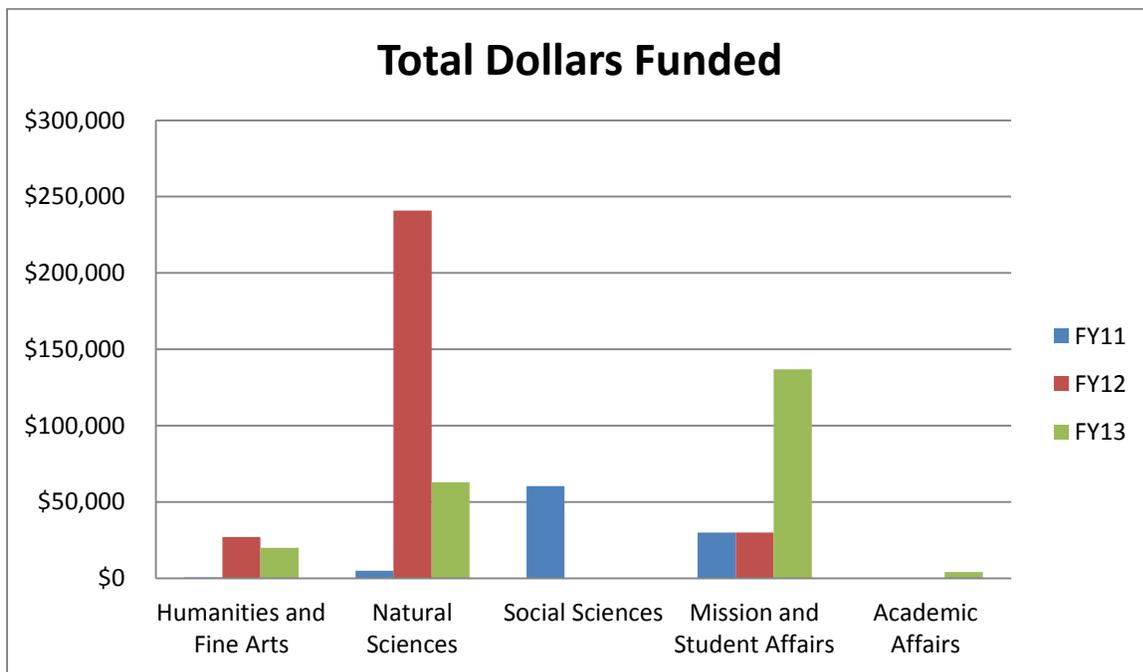
In FY 2011 20 individuals were involved in grant seeking at SNC. In FY 2012 26 individuals sought external grants and in FY 2013 16 individuals pursued grants. The number of individuals involved in grant seeking will differ from the number of grants submitted in a given year because some proposals are written by more than one person and other individuals may submit more than one grant as was the case six times in FY 2013.



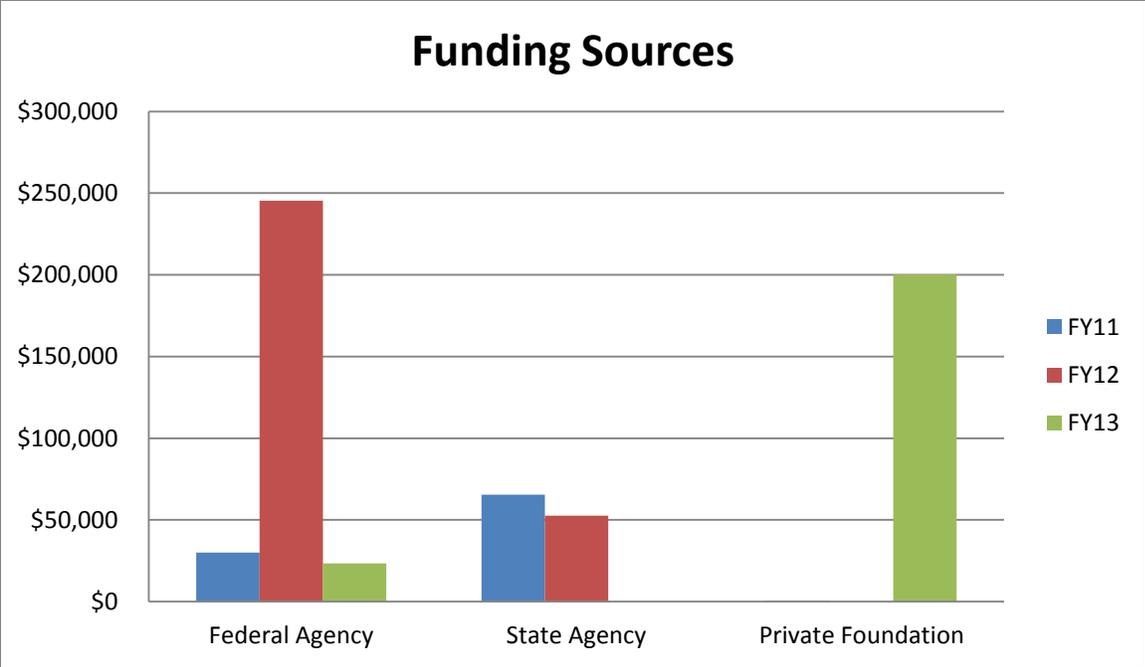
Total dollars requested were down in FY 2013 from a high of \$4,594,739 in FY2012 to \$1,571,720 which was an increase over the \$1,083,804 requested in FY2011. This year there was only one request greater than \$500,000 compared to two proposals for \$1.5 million+ in FY2012. Five other proposals were submitted with requests greater than \$100,000 and five more of between \$20,000 and \$100,000 were submitted. It should be noted that average request size varies from field to field. For example, grants within the Humanities and Fine Arts are almost always significantly smaller than grants within the Natural Sciences.



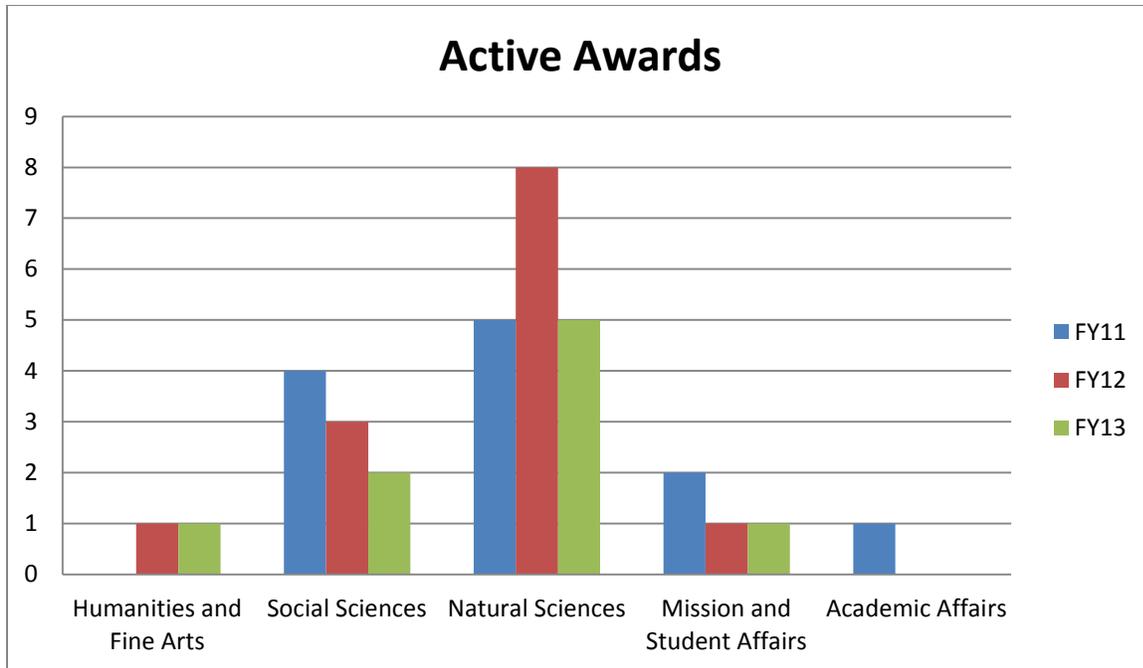
The number of proposals funded in FY2013 increased by two from 2012 to seven. This represents a funding rate of 18% in FY2011 (4 out of 22 proposals), 25% in 2012 (5 out of 20), and 33% in 2013 (7 out of 21). For full details of the funded proposals please see the Funded Proposals section below.



Total dollars funded decreased between 2012 and 2013 but still represented an overall increase over FY2011. In FY2011 \$95,900 was funded, in 2012 that figure increased to \$297,915, and in 2013 grant awards totaled \$223,641 plus a collection of Muslim culture resources.



Within the Office of Grant Development, grant awards came from three types of entities; federal agencies such as the National Science Foundation, National Endowment for the Humanities, and the National Institute of Health; state agencies such as the Wisconsin Department of Public Instruction and the Wisconsin Humanities Council and private foundations. SNC faculty and staff frequently work with the Director of Corporation and Foundation Relations on grant requests although the Office of Grant Development does occasionally assist with proposals to foundation funders.



Active awards include all grants funded during a given fiscal year regardless of which year the proposal was submitted. In FY2011 SNC had 12 active awards. This number increased to 13 in FY2012. In FY2013 SNC had 9 active awards. Many awards last for more than one year so a given grant award may be active for several years or more.

FY13 Proposals Submitted

Humanities and Fine Arts Division

Shan Bryan-Hanson, Curator of Art Galleries and Collections, National Endowment for the Arts, ArtWorks program, funding for “Howard Pyle in Wisconsin” exhibition and catalogue, \$21,000

Julie Massey, Director of Campus Ministry and Faith, Learning, and Vocation, **Bridget Burke Ravizza**, Associate Professor of Religious Studies, Louisville Institute, Project Grant for Researchers, funding for book on Catholic marriage, \$25,000 (*also listed under Mission and Student Affairs*)

Joel Mann, Associate Professor of Philosophy, National Endowment for the Humanities Summer Stipend, “A slave to the truth: Antiphon’s first tetralogy and the values of testimony”, \$6,000

Shan Bryan-Hanson, Curator of Art Galleries and Collections, National Endowment for the Humanities, Preservation Assistance Grant for Smaller Institutions, funding for general preservation assessment of SNC’s Art Collection, \$6,000

Natural Sciences Division

David Bailey, Associate Professor of Biology, National Science Foundation, Preliminary Proposal, “Neuroendocrinology and Neuroimmunology of a Plastic Brain”

Tim Flood, Professor of Geology, National Science Foundation, Antarctic Research Program, funding for research in Antarctica, \$158,821

Erik Brekke, Assistant Professor of Physics, Research Corporation, Cottrell College Science Award, funding for physics research, \$35,000

Social Sciences Division

Christopher Meidl, Assistant Professor of Teacher Education, Templeton Foundation, New Assessments and Measures of Virtues, Letter of Interest, research on character development in elementary students, \$100,000

Mark Bockenbauer, Professor of Geography, National Geographic Education Foundation, funding for Wisconsin Geographic Alliance, \$123,671

Academic Affairs

Sally Cubitt, Head of Collection Management, National Endowment for the Humanities, Bridging Cultures Bookshelf, Muslim Journeys, collection of Muslim culture resources

Kristina Reignier, Director of Language Services and Community Outreach, WisItalia, funding for Italian language course, \$500

Marcy O’Malley, Director of International Programming, Bringing Theory to Practice, Program Development Grant, Individual Holistic Experiential Learning Paradigm, \$10,000

Sally Cubitt, Head of Collection Management, National Endowment for the Humanities, Bridging Cultures Bookshelf, Let's Talk About It: Muslim Journeys, \$3,500

Mission and Student Affairs

Julie Massey, Director of Campus Ministry and Faith, Learning, and Vocation, **Bridget Burke Ravizza**, Associate Professor of Religious Studies, Louisville Institute, Project Grant for Researchers, funding for book on Catholic marriage, \$25,000 (*also listed under Humanities and Fine Arts Division*)

Bridgit Martin, Director of Multicultural Student Services, Great Lakes Higher Education Guaranty Corporation, College Ready program, funding for tutoring, \$75,184

Dan Robinson, Senior Advisor to the Vice President for Mission and Student Affairs, Wisconsin Sea Grant, Pre-Proposal, funding for research on legislators' knowledge of great lakes watershed issues, \$105,000

Bridgit Martin, Director of Multicultural Student Services, Great Lakes Higher Education Guaranty Corporation, College Success program, funding for STAR program, \$71,422

Corday Goddard, Assistant Dean of Student Development, Great Lakes Higher Education Guaranty Corporation, College Success program, funding for retention efforts, \$144,505

Dan Robinson, Senior Advisor to the Vice President for Mission and Student Affairs, Wisconsin Sea Grant, funding for research on and educational efforts pertaining to legislators' knowledge of great lakes watershed issues, \$108,437

Corday Goddard, Assistant Dean of Student Development, USA Funds, Key Transitions in Postsecondary Education, funding for retention efforts, \$567,680

Enrollment Management and Communication

Dottie Stepien, Special Assistant to the Vice President of Enrollment Management and Communication, College Board, Greenhouse Grant Program, Knight Scholars program, \$5,000

Dottie Stepien, Special Assistant to the Vice President of Enrollment Management and Communication, College Board, Greenhouse Grant Program, Native American Recruitment Day, \$5,000

FY13 Proposals Funded

Natural Sciences

Mark Bockenbauer, Professor of Geography, National Geographic Education Foundation, funding for Wisconsin Geographic Alliance, \$62,851

Dr. Bockenbauer received a grant of \$62,851 from the National Geographic Education Foundation to support the activities of WIGA, the Wisconsin Geographic Alliance, which he coordinates. Established in 1990, WIGA is a statewide partnership of college professors and K-12 teachers that focuses on providing professional development opportunities for teachers in the area of geography and promoting geographic awareness and literacy. WIGA is housed at St. Norbert and the college also hosts WIGA's annual Geo-fest, a professional development event for 100-150 educators. In addition to funding for Geo-Fest the grant also supported an outreach event that brought a giant map of Europe to over 2,500 elementary students, the Wisconsin Geographic Bee and a variety of other outreach, advocacy, educational and administrative activities in support of WIGA's mission.

Humanities and Fine Arts

Shan Bryan-Hanson, Curator of Art Galleries and Collections, National Endowment for the Arts, ArtWorks program, funding for "Howard Pyle in Wisconsin" exhibition and catalogue, \$21,000

St. Norbert College was one of only seven organizations in Wisconsin and the only institution of higher education in the state to be awarded a prestigious and competitive grant from the National Endowment for the Arts. In addition to the exhibition, scheduled to be held in the college's Baer Gallery from December 2, 2013 through February 7, 2014, the grant helped fund production of a catalog, the first endeavor of its kind, at St. Norbert. Brian Pirman, Associate Professor of Art, will design the catalog. The exhibit will trace the interesting history of a collection of paintings by Pyle, known as "the father of American illustration", that arrived in Green Bay in 1904. The exhibit takes place in collaboration with the Green Bay and De Pere Antiquarian Society.

Mission and Student Affairs

Bridgit Martin, Director of Multicultural Student Services, Great Lakes Higher Education Guaranty Corporation, Wisconsin Postsecondary Persistence Grant program, funding for STAR program, \$61,606

St. Norbert College's STAR (Students Taking Academic Responsibility) program was recognized with a grant of \$61,606 from the Great Lakes Higher Education Guaranty Corporation. The grant funded early arrival on campus for student participants, participation in a J-term course, team building activities and weekly group meetings and study hours all with the goal of helping first year multicultural and/or first-generation students to adjust to their new environment and overcome the challenges they face and ultimately increasing their retention and persistence. Programs funded by Great Lakes have proven success at increasing the persistence rates of their targeted student population.

Bridgit Martin, Director of Multicultural Student Services, Great Lakes Higher Education Guaranty Corporation, College Ready program, funding for tutoring, \$75,184

In addition to the grant for the STAR program from Great Lakes Higher Education Guaranty Corporation, Bridgit Martin had success with another opportunity from the same funder, this for their College Ready program to prepare 6-12th graders for higher education. Bridgit developed the Start Right program, a tutoring/mentoring initiative based at Oneida Nation High School. St. Norbert students will serve as tutors working with 9th and 10th grade Native American students. The program will focus on improving students' English skills in order to prepare them for the rigors of college academics. Not only does the program provide an opportunity for the high school student participants to improve their academics, it also provides valuable leadership and educational experience for SNC mentors.

Academic Affairs

Sally Cubitt, Head of Collection Management, National Endowment for the Humanities, Bridging Cultures Bookshelf, Muslim Journeys, collection of Muslim culture resources

On behalf of St. Norbert College, Sally Cubitt applied for and received the Muslim Journeys Bookshelf, a collection of 25 books, four DVDs and other programming resources selected to help audiences in the United States become more familiar with the people, places, history, faith, and cultures of Muslims around the world. The collection is intended to address the need of the American public for trustworthy, accessible resources on Muslim beliefs and practices and the cultural heritage associated with Islamic civilizations.

Kristina Reignier, Director of Language Services and Community Outreach, WisItalia, funding for Italian language course, \$500

Kristina Reignier received a grant of \$500 from WisItalia, an organization devoted to promoting and encouraging the teaching of Italian and educating the public about the Italian language and culture. The grant allowed the college's Language Services department to grow the current Italian for Children programming including adding a pen pal exchange and used book library.

Sally Cubitt, Head of Collection Management, National Endowment for the Humanities, Bridging Cultures Bookshelf, Let's Talk About It: Muslim Journeys, \$3,500

Recipients of the Muslim Journeys Bookshelf were eligible to apply for funding to support scholar-led reading and discussion programs utilizing the resource collection. St. Norbert College received a grant of \$3,500 to fund a five-part reading and discussion series focused on the topic of "Pathways of Faith". Thomas Bolin, Professor of Religious Studies, Mara Brech, Assistant Professor of Religious Studies, Mary O'Malley, Director of International Programming, and Julie Massey, Senior Director of Mission and Ministry will all lead discussions which are open to the public.