

Assessment Cycle 2025-2026

Sponsored Programs Office

Division or Department: Academic Affairs

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Northwestern Mission. Northwestern State University is a responsive, student-oriented institution committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

Sponsored Programs Office Mission. The mission of Northwestern State University's Sponsored Programs Office (SPO) is to nurture and grow the sponsored-programs enterprise at NSU in accordance with the University's overall mission. SPO offers faculty assistance in: (a) identifying funding opportunities; (b) developing grant applications for submission to external funding agencies; and (c) implementing funded projects. SPO 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 Provost and Vice President of Academic Affairs.
- (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

SO1. SPO ensures a collaborative partnership with faculty and administration to increase the number of proposals submitted to external sponsoring agencies. SPO will accommodate 100% of faculty requests for assistance and use funding search databases such as Grants.gov, Grants Resource Center, program websites, etc. to increase the number of proposals submitted. These actions are monitored via Office calendar entries and/or email distributions.

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

Finding: Target has been met.

Number of Submitted Proposals		
Fiscal Year	Target	Actual
2019-2020	50	55
2020-2021	55	61
2021-2022	60	50
2022-2023	60	64
2023-2024	66	66
2024-2025	73	76
2025-2026	80	69
2026-2027	80	

Analysis.

In AC 2024-2025, the target of 73 proposal submissions during the fiscal year was met. SPO sustained the alliance with a Grants Coordinator from each of the College of Education, College of Business and Technology, College of Nursing and Allied Health, and College of Arts and Sciences. The collaboration between SPO staff and the Grants Coordinators deemed a success because it effectively served as an outreach initiative within departments as a (1) strategic dissemination of funding opportunities and (2) reinforcement of grant writing support from the designated Grant Coordinator and the Sponsored Programs Office.

Although SPO had the capacity to educate faculty/staff on proposal preparations and grant writing skills, we lacked the desired interdepartmental connection needed to identify individuals most likely to engage in applying for and managing external funding. The Grants Coordinators were influential in bridging some of this divide.

Based on the analysis of the AC 2024-2025 results, SPO made the following changes in AC 2025-2026 to drive the cycle of improvement. SPO signed up for agency-specific newsletters to maintain current grant and funding opportunities, collaborated with NSU's Marketing department to develop an informational rack card promoting SPO services and processes for distribution. SPO requested attendance at the fall faculty meetings to strengthen engagement with faculty and staff by increasing awareness of SPO resources and the office's role in supporting grant development and sponsored research activities.

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As a result of these changes, in AC 2025-2026, the target was not met. The cancellation of several federally sponsored funding programs and the discontinuation of state-sponsored opportunities, including the Louisiana Board of Regents Support Fund Department Enhancement Program, significantly reduced the number of available funding opportunities and proposal submissions. For comparison, NSU submitted 11 proposals to the Louisiana Board of Regents during AC 2024-2025 before the program was discontinued. Despite these challenges and continued efforts to support faculty in pursuing external funding, NSU submitted 69 proposals to external funding agencies during AC 2025-2026.

Decision.

In AC 2025-2026 the target was not met. Based on information gathered from analysis of the AC 2025-2026 results, SPO will implement the following changes in AC 2026-2027 to drive the cycle of improvement. SPO will expand collaboration with deans, department heads, and designated Grant Coordinators to identify and encourage prospective principal investigators, increase outreach to faculty by attending department meetings and encouraging individual consultations to identify funding needs early in the proposal development process, and monitor proposal submission trends to identify challenges and implement continuous improvement processes. A discussion will be held at the end of June 2026 to determine the overall effectiveness of these implementations designed to increase visibility, nurture a more informed culture across campus, and assess the incorporation of SPO within academic administration.

These changes will provide faculty and staff with tools, resources, and individualized support needed to increase the number of external proposal submissions, thereby continuing to push the cycle of improvement forward. Although SPO did not achieve the University's expected 10% growth in proposal submissions due to the reductions in available federal and state funding opportunities, the target goal for AC 2026-2027 will remain at 80 external proposal submissions.

SO2. SPO ensures an increase in external dollars received from submitted proposals by faculty, staff, and administration.

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

Finding: Target has been met.

External Grant Funding Totals		
Fiscal Year	Target	Received
2019-2020	\$5.6m	\$5.6m
2020-2021	\$6.4m	\$8.9m
2021-2022	\$7.4m	\$2.4m
2022-2023	\$2.8m	\$8.5m
2023-2024	\$7.3m	\$20.2m
2024-2025	\$8.4m	\$13.5m
2025-2026	\$9.7m	\$15.2m
2026-2027	\$11.2m	

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Analysis.

In AC 2024-2025, the target was met and exceeded. The Sponsored Programs Office leveraged its partnership with the ULS Research and Grants Content Expert as a promotional tool for soliciting funding opportunity announcements, grant search engine training, and for communicating and encouraging system-wide initiatives. Faculty and staff were presented with these valuable resources which resulted in a growth in external funding. There was also an increase in the number of grant recipients securing larger amounts of funding over a multi-year period.

Based on the analysis of AC 2024-2025 results, SPO implemented the following changes in AC 2025-26 to drive the cycle of improvement. SPO collaborated with the external grant consultants contracted by the NSU Foundation to pursue federal funding opportunities as well as identifying other viable funding sources, such as congressionally appropriated earmark projects. SPO encouraged faculty staff engagement in agency-specific training and informational sessions on sponsor systems and website navigation as opportunities became available, including the Grants Resource Center and InfoEd. Additionally, SPO promoted grant-related activities and funding successes through the former NSU Newsletter to recognize faculty achievements and highlight departmental accomplishments.

These changes improved the faculty and staff's availability of grant-related tools and resources needed to increase proposal competitiveness thereby resulting in an increase in external funding dollars.

Decision.

In AC 2025-2026, the target was met. Based on information gathered from analysis of the AC 2025-2026 data, SPO will implement the following changes in AC 2026-2027 to drive the cycle of improvement. SPO will evaluate alternative funding search tools used by peer University of Louisiana System institutions to identify additional external funding opportunities beyond federally sponsored programs to offset the decline in available funding sources. To increase proposal competitiveness and ensure compliance with internal and sponsor requirements, SPO will provide individualized proposal development support for submissions that adhere to internal deadlines, allowing sufficient time for thorough review and compliance checks prior to submission.

SPO will additionally encourage faculty and staff to strengthen relationships with program officers by discussing project ideas early, seeking feedback when available, and utilizing agency resources to improve proposal quality. By educating faculty on fundamental principles and strategies involved in grant writing, SPO will strive to assist faculty and staff in producing quality, highly competitive proposals. SPO will work in combination with administration, faculty, staff, and consultants to reach the goal of a 15% increase in external dollars received by the end of the fiscal year.

Measure 2.2 SPO enforces a 100% internal deadline date requirement on its internal routing form, managed by Office calendar and deadline reminders, thus providing timely review and feedback for quality assurance of proposals with 16 support meetings each fiscal year.

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Finding: Target was met.

Proposal Meetings	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1 st Quarter	5	3	4	8	6	14	11
2 nd Quarter	4	4	2	4	4	9	4
3 rd Quarter	2	7	2	3	4	7	6
4 th Quarter	1	4	1	6	12	9	6

Analysis.

In AC 2024-2025, the target was not fully met. SPO increased the proposal opportunity meeting goal to 14, joined forces with Grant Coordinators to advocate the significance of the electronic SPO Routing Form to efficiently monitor sponsored programs activities, and explained the advantages of completing the internal Notice of Intent (NoI) form. Collected information from these forms aided SPO in ensuring the applicant's proposal met eligibility requirements, was responsive to the agency's guidelines, and met the agency's deadline for submission.

SPO reached partial achievement through the quantity of support meeting for proposal preparedness but was unsuccessful in satisfying the 100% target goal for timely submissions. Despite establishing internal benchmarks, a number of proposals were not submitted by the university's deadline, which created unfavorable conditions for meeting external sponsor deadlines. A total of 11 proposals were to be submitted but one was inadvertently not successfully submitted.

Based on the analysis of the AC 2024-2025 results, SPO made the following changes in AC 2025-2026 to drive the cycle of improvement. SPO increased the proposal opportunity meeting goal to 16, fostered a collaborative and supportive culture with open communication and explanation of the rationale for enforcing internal processes, and utilized mixed communication channels to highlight the importance of overall proposal submission process.

These changes improved relationships with faculty, reaffirmed the role each of these SPO-specific forms play in adhering to deadlines and producing competitive proposals for submission to external agencies, thereby continuing to push the cycle of improvement forward.

Decision.

In AC 2025-2026, the target was met. Based on information gathered from analysis of the AC 2025-2026 data, SPO will implement the following changes in AC 2026-2027 to drive the cycle of improvement. SPO will increase the proposal opportunity meeting goal to 18, revise and disseminate our policy and procedures for grants and contracts to strengthen adherence to internal proposal submission deadlines and prioritize full-service proposal support to on-time submissions.

Widely communicating internal routing policies will provide clear expectations and make a timeline visible from the start of the proposal process. Incentivizing on-time submissions to receive full access to SPO support—budget review, compliance checks, and editing

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feedback—is highly encouraged to improve proposal quality and reduce submission risk. These changes will assist SPO in its committal to have 100% of internal deadlines met as well as those established by external funding agencies to continue to push the cycle of improvement forward.

SO3. SPO promotes collaboration and disseminates opportunities among departments for institutional-wide projects and proposals.

Measure 3.1. SPO will monitor attendance and participation of collaborative focus groups supporting institutional-wide projects and/or proposals for a minimum of 5 opportunities annually.

Finding: Target was met.

Collaboration Sessions	2019-20	2020-21	2021-22	2022-23	2023/24	2024-25	2025-26
1 st Quarter	2	2	0	3	2	2	1
2 nd Quarter	0	2	0	2	0	2	2
3 rd Quarter	0	3	3	1	1	2	1
4 th Quarter	2	0	2	2	2	3	3

Analysis.

In AC 2024-2025, the target was met. SPO staff advocated to Deans, Department Heads, Grants Coordinators, faculty and staff that collaborations, even interdisciplinary, can increase credibility to funders. Instead of competing for separate funding and relying on one area of expertise, colleagues can emphasize to funders that they are actively working together and combining their resources to fill service gaps to create impactful and purpose-driven proposals. SPO encouraged multidisciplinary proposals in an effort to combine resources to create impactful and purpose-driven proposals.

Based on the analysis of the AC 2024-2025 results, SPO made the following changes in AC 2025-2026 to drive the cycle of improvement. SPO partnered with the NSU Foundation and Merchant & McIntyre to identify networking opportunities and initiatives. Additionally, SPO furthered highlighting the benefits of pooling resources to increase the chances of success and sustainability of projects and involved the Grant Coordinators from each respective academic college in reporting shifts in the academic climate.

The changes applied improved faculty and staff's awareness of collaborative efforts to maximize resources, thereby continuing to push the cycle of improvement forward.

Decision.

In AC 2025-2026, the target was met. Based on information gathered from analysis of the AC 2025-2026 data, SPO will implement the following changes in AC 2026-2027 to drive the cycle of improvement. SPO will practice ongoing efforts of collaborating with Merchant & McIntyre external to identify and nurture networking opportunities, leverage department

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chairs and deans to identify faculty and staff with complementary project and research interests and enhance efficiency in collaborative proposal development. SPO will increase the number of collaborative-based focus groups to 8.

The NSU Foundation and Merchant & McIntyre have an established screening process that aligns complementary faculty staff to federal funding opportunities. SPO is directly involved with review and submission of these applications. As an expanded outreach strategy, SPO will leverage communication with deans and department heads to identify faculty and staff with complementary research and project interests within their respective academic areas, thereby enhancing the efficiency of collaborative proposal development.

The changes outlined will improve SPO visibility and outreach to the university and demonstrate the significance of collaboration, thereby continuing to push the cycle of improvement forward.

Measure 3.2. SPO will achieve a target goal of a 30% return rate with 80% of participants at 100% Satisfaction or better. Survey is administered at the end of Spring semester.

Finding: Target was not met.

	2019-20	2020-21	2021-22	2022-23	2023-2024	2024-2025	2025-2026
			*ineffective response return	*23 responses	*11 responses		
Response Time to Questions	N/A	N/A	N/A	52% Strongly Agree	72% Strongly Agree	N/A	N/A
Satisfied Responses	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Increased Skills/Knowledge	N/A	N/A	N/A	52% Increased	N/A	N/A	N/A
Quality of Information	N/A	N/A	N/A	52% Excellent	63.6% Excellent	N/A	N/A
Overall Quality	N/A	N/A	N/A	48% Excellent	72.7% Excellent	N/A	N/A

Analysis.

In AC 2024-2025, the target was not met. SPO increased survey participation following training events and SPO sponsored workshops and webinars, proposed that Deans and Department Heads encourage their faculty and staff to complete the survey, and reevaluated the method of determining a target goal and response rates.

SPO examined the validity of the survey through the posed questions and intended

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responses, actively communicated how the survey results were used to make improvements and demonstrated a commitment to valuing the feedback. The purpose of this survey is to help provide data to measure SPO's accountability in providing the faculty and staff with service-related resources needed throughout the pre-award process. SPO increased the frequency of distribution of surveys following trainings and workshops and elected not to distribute an evaluative survey in mid-April of 2026. The response rate from the previous year was minimal and produced an ineffective measure of SPO's performance and dissemination of grant-related resources.

Based on the analysis of the AC 2024-2025 results, SPO made the following changes to drive the cycle of improvement. SPO examined the validity of the survey through the posed questions and intended responses, actively communicated how the survey results were used to make improvements and demonstrated a commitment to valuing the feedback. The purpose of this survey is to help provide data to measure SPO's accountability in providing the faculty and staff with service-related resources needed throughout the pre-award process.

These changes will be revisited as a means of improving SPO's method of delivering valuable information to its faculty and concluded what services are most desirable, thereby continuing to push the cycle of improvement forward.

Decision.

In AC 2025-2026, the target was not met. Based on information gathered from analysis of the AC 2025-2026 data, SPO will implement the following changes in AC 2026-2027 to drive the cycle of improvement. SPO will improve faculty and staff survey participation by distributing surveys immediately following grant-related services, simplifying the survey instrument, communicating the value of participant feedback in improving SPO services, and providing multiple methods of survey access through email links, QR codes, or placement on workshop handouts.

These changes will improve SPO's capacity for determining performance successes as well as identifying areas requiring improvement thereby continuing to push the cycle of improvement forward.

SO4. SPO will ensure opportunities for quality professional development for faculty and staff.

Measure 4.1. SPO will comply with a minimum of 15 professional development opportunities for faculty annually.

Finding: Target was met.

Faculty/Staff PD Workshops/Webinars	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1 st Quarter	6	4	3	6	2	5	19
2 nd Quarter	0	3	8	1	2	4	4
3 rd Quarter	0	2	5	0	1	14	2
4 th Quarter	1	1	10	3	7	1	2

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Analysis.

In AC 2024-2025, the target was met. SPO increased the target number of professional development opportunities and actively communicated professional development opportunities with faculty as they arose. When available, SPO distributed timely notifications and reminders through Messenger and group emails of the opportunities especially those that required pre-registration of the event.

Based on the analysis of the AC 2024-2025 results, SPO implemented the following changes to drive the cycle of improvement. SPO increased professional development offerings for faculty and staff to 15, expanded individual and group training on internal proposal development processes and grant writing, and leveraged Merchant & McIntyre's federal funding expertise through individualized consultations to evaluate project concepts, identify potential funding opportunities, and foster collaborative initiatives.

These individualized sessions also accompanied an interactive professional development Grant Writing Workshop hosted by an associate from Merchant and McIntyre that covered key components of a successful grant proposal. It was designed to strengthen faculty and staff grant writing skills by discussing effective writing strategies, highlighting common proposal weaknesses, and sharing best practices for developing competitive applications.

These changes improved faculty's competencies and provided them with tools, resources, and knowledge, thereby continuing to push the cycle of improvement forward.

Decision.

In AC 2025-2026, the target was met. Based on information gathered from analysis of the AC 2025-2026 data, SPO will implement the following changes in AC 2026-2027 to drive the cycle of improvement. SPO staff will increase the number of professional development offerings for faculty and staff to 17, integrate external training resources into individualized proposal consultations by recommending sponsor-specific webinars and other grant-related educational materials, and coordinate informational presentations from both InfoEd and the Grants Resource Center to expand faculty and staff access to external grant development resources.

These changes will improve SPO's ability to educate its faculty on available resources and nurture the sponsored programs enterprise, thereby continuing to push the cycle of improvement forward.

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Measure 4.2. SPO staff will participate in a minimum of 20 professional development sessions to advance their professional knowledge base.

Finding: Target was met.

Professional Development for SPO	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
1st Quarter	5	15	4	2	3	8	6
2nd Quarter	2	11	3	5	2	11	4
3rd Quarter	4	13	5	2	8	7	2
4th Quarter	2	4	6	11	16	6	17

Analysis.

In AC 2024-2025, the target was met. SPO increased its enrollment and participation in professional development endeavors to 20. As a centralized service office, SPO must remain current with modifications in grant administration systems and program regulations. SPO attended professional development sessions as availability was announced. SPO also partnered with Merchant and McIntyre to offer a grant-writing workshop focused on proposal components and best practices at the federal level.

Based on the analysis of the AC 2024-2025 results, SPO made the following changes in AC 2025-2026 to drive the cycle of improvement. SPO staff participated in professional development informational sessions from varying sponsoring agencies of federal, state, and private sectors to remain informed of policy changes and program updates.

SPO staff participated in a virtual two-day Grants Resource Center (GRC) Virtual Funding Summit held in April 2026 which addressed the latest on funding opportunities and policy updates identified in the following sessions: *Welcome and Federal Update, Update from NSF's Office of Award Management, Financial Assistance Requirements Branch, Arts Funding with the National Endowment for the Arts, I'd Prefer Not To: Engaging the Bartlebys in Grants Development at Your Institution, Liberal Arts and Humanities Opportunities with the Teagle, NIH Extramural Research Update, Fellowships Abroad, Support for Education Research and Postsecondary Success, Science Research with the Dreyfus Foundation and Beckman Foundation, USDA NIFA Food Safety, Nutrition, and Food Loss and Waste, and Keynote Address.*

The Sponsored Programs Office plays a pivotal role in facilitating the management of grant-related activities. Its primary function is to support researchers, provide oversight and act as intermediaries between researchers and the funding agencies. Specifically, SPO supports grant proposal development, review, and submission; award receipt and negotiation; and provides the post-award department with required documentation to implement the funded project. To help ensure compliance, financial viability, and successful project outcomes, SPO must continuously remain current on policies and procedures of federal, state, and private sponsoring agencies. This requires participation in training sessions and reviewing Request for Proposals for each proposal submission to varying agencies.

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These actions improved SPO's understanding of funding agency guidelines, allowing staff to share current knowledge and best practices with faculty and staff, thereby advancing the cycle of continuous improvement.

Decision.

In AC 2025-2026, the target was met. Based on information gathered from analysis of the AC 2025-2026 data, SPO will implement the following changes in AC 2026-2027 to drive the cycle of improvement. SPO will increase participation in professional development endeavors related to sponsored programs administration and emerging funding trends to 22, promote knowledge sharing and cross-training to improve operational flexibility and broaden knowledge across all phases of the grant lifecycle.

These changes will improve SPO's ability to collaborate with investigators, other campus divisions, collaborating organizations, and sponsoring agencies, thereby continuing to push the cycle of improvement forward.

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

SPO made several conclusions after reviewing the results of data analysis in AC 2024-2025 which resulted in improved faculty and staff involvement in external funding initiatives and increased SPO partnerships in AC 2025-2026.

Increased Grant Proposals

Moved forward with strategies to increase SPO's visibility, nurture a more informed culture across campus, and assess the incorporation of SPO within academic administration.

- (1) Signed up for agency-specific newsletters for updated grant and funding opportunities
- (2) Partnered with NSU's Marketing Department to develop an informational rack card to promote SPO services and processes for distribution
- (3) Requested inclusion at the Fall Faculty Departmental meetings to raise awareness of our available resources
- (4) Increased the target goal for number of proposal submissions to 80

Increased External Dollars

To improve faculty's knowledge of available internal and external resources thus increasing the number of competitive proposals needed to secure financial support.

- (1) Collaborated with Merchant & McIntyre to secure future federal funding as well identifying other viable funding sources, as congressionally appropriated earmarks
- (2) Solicited agency-specific training and informative sessions as opportunities arose
- (3) Included current proposal submissions and active award statuses the formerly referenced, NSU News, on the university's website to acknowledge faculty and departments engaged in grant writing initiatives
- (4) Increased the target goal for external dollars received to \$9.7 million

Enforced 100% Internal Deadline Adherence

Reinforced significance of adherence to grant-related deadlines to ensure timely, compliant proposal submissions and maximize opportunities for external funding.

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- (1) Fostered a collaborative and supportive culture by promoting open communication and clear rationale for following internal processes
- (2) Utilized mixed communication channels to highlight the importance of the overall proposal submission process
- (3) Increased SPO proposal opportunity meetings to 16

Promoted Collaboration and Disseminate Opportunities

Pushed forward with another year of monitoring the success of these goals:

- (1) Partnered with the NSU Foundation and Merchant & McIntyre to identify networking opportunities for securing external grant funding
- (2) Highlighted the benefits of strengthening collaborative skills on projects, including increased creditability, expanded reach and impact, more comprehensive proposals, and access to shared resources to increase the improvement of success and sustainability
- (3) Involved Grant Coordinators from each respective academic college in reporting changes in focus areas of the academic climate

Measured participants feedback throughout the fiscal year.

- (1) Examined the validity of the survey through the proposed questions and desired responses
- (2) Communicated through mixed channels how the survey results would be used to make improvements and demonstrate a commitment to valuing the feedback

Distribution of Survey

- (1) Increased the frequency of distribution surveys following training and workshop events
- (2) Intended to submit an evaluative survey in April 2026 but was unable to accomplish this task.

Quality Professional Development

To improve the faculty's competency in their fields.

- (1) Increased faculty and staff professional development offerings to 15
- (2) Offered individual and group training involving understanding internal proposal processes and grant-writing guidance
- (3) Increased SPO professional development training to 20
- (4) Partnered with NSU Foundation and Merchant & McIntyre to offer a grant-writing workshop focused on more advanced grant-related topics

Plan of action moving forward: SPO examined the results of data analysis from AC 2025-2026 and will take actions to continue to improve the sponsored programs enterprise in AC 2026-2027.

Increase in Grant Proposals

- (1) Expand collaboration with deans, department heads, and designated Grant Coordinators to identify and encourage prospective principal investigators

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- (2) Increase outreach to faculty by attending departmental meetings and encouraging individual consultations to identify funding needs early in the proposal development process
- (3) Monitor proposal submission trends to identify challenges and implement continuous improvement processes
- (4) Maintain the target goal for number of proposal submissions at 80

Increase External Dollars Received

To improve faculty's knowledge of available internal and external resources thus increasing the number of competitive proposals needed to secure financial support.

- (1) Evaluate alternative funding search tools used by peer University of Louisiana System institutions to identify additional funding opportunities beyond federally sponsored programs.
- (2) Provide individualized proposal development support for submissions that adhere to internal deadlines, allowing sufficient time for thorough review and compliance checks prior to submission
- (3) Encourage faculty and staff to strengthen relationships with program officers by discussing project ideas early, seeking feedback when available, and utilizing agency resources to improve proposal quality

Enforce 100% of Internal Deadline Adherence

- (1) Increase the proposal funding opportunity meetings to 18
- (2) Revise and disseminate our grants and contracts policies and procedures to strengthen compliance with internal proposal submission deadlines
- (3) Incentivize full-service proposal support to on-time submissions to improve proposal quality and reduce submission risk

Promote Collaboration and Disseminate Opportunities

Push forward with another year of monitoring the success of these goals:

- (1) Engage in ongoing collaboration with Merchant & McIntyre to identify and cultivate networking opportunities
- (2) Leverage department chairs and deans to identify faculty and staff with complementary project and research interests
- (3) Enhance the efficiency of collaborative proposal development
- (4) Increase the number of collaborative-focused groups to 8

To measure participants feedback throughout the fiscal year.

- (1) Simplify the survey instrument
- (2) Communicate the value of participant feedback in improving SPO services

Distribution of Survey

- (1) Increase participation by distributing surveys immediately following grant-related services
- (2) Provide multiple opportunities for faculty and staff to provide feedback whether after informational sessions through email survey links, QR code, or link in workshop handouts.

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Quality Professional Development

To improve the faculty's competency in their fields.

- (1) Increase faculty and staff professional development offerings to 17
- (2) Integrate external training resources into individualized proposal consultations by recommending sponsor-specific webinars and other grant-related educational materials
- (3) Coordinate informational presentations from both InfoEd and the Grants Resource Center to expand faculty and staff access to external grant development resources
- (4) Increase SPO participation in professional development sessions related to sponsored programs administration and emerging funding trends to 22
- (5) Promote knowledge sharing and cross-training to improve operational flexibility and broaden knowledge across all phases of the grant lifecycle