Emory Campus Life Strategic Plan Bridge Fund

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Introduction

To assist departments in their strategic planning efforts, Emory Campus Life (ECL) created a Bridge Fund for startup initiatives. Requests for new or enhanced initiatives, subject to approval by the Bridge Fund Committee, may range from $3,000 up to $30,000 and may be spread out over three years. Two or more departments, with the support of their Senior Staff members, must collaborate on each proposal. The Bridge Fund Committee is comprised of Campus Life staff members and co-chaired by Dave Furhman, Bruce Covey, and Michael Shutt. Funding is subject to availability.

This document provides an overview and purpose of the Emory Campus Life Strategic Plan Bridge Fund as well as information related to developing and submitting a proposal. Proposal must be submitted to Bruce Covey (bcovey@emory.edu) and Michael Shutt (mshutt@emory.edu) by December 8, 2017.
Guidelines

Proposals will be reviewed based on the following guidelines:

- **Clarity of the Need:** Proposals must describe a clearly stated need or problem that this project will fulfill or solve.

- **Reliability of the Method:** Proposals must articulate a specific course of action for fulfilling or solving the stated need, including the articulation of measurable outcomes.

- **Engagement:** Initiatives must be student-focused. Because of the complexity and diversity of students’ lives and Emory’s vision for their success, proposed initiatives may take a variety of forms. Proposals will be evaluated based on breadth, depth, and scope of influence.

- **Innovation:** Initiatives should strive to be entrepreneurial and support thoughtful risk-taking. Proposals should clearly articulate how this initiative is innovative within a specific field, at Emory, or in higher education.

- **Coordinated Collaboration:** Proposals must include at least two Emory Campus Life departments. You should consider external engagement with other Emory units, schools, divisions, and faculty (especially our undergraduate partners in Emory College, Oxford College, the Business School, and the School of Nursing), as well as partners beyond the university. Collaborations with students and student organizations are highly encouraged. A central goal should be to create a more positive, seamless experience for community members. Proposals must clearly articulate the extent of involvement (e.g., contributed staff and financial resources, contributions to proposal) of every collaboration listed in the proposal.

- **Assessment:** Proposals must include a clear assessment plan to ensure the project meets its identified outcomes. Initiatives should foster a culture of informed decision-making that utilizes assessment strategies and benchmarking. They should reflect promising practices and provide appropriate transparency to Campus Life’s stakeholders.

- **Stewardship of Resources:** Initiatives must identify efficiencies that reduce costs, develop plans for sustained implementation post-Bridge Funding, and/or identify new revenue streams. All proposals must include a long-term financial and programmatic sustainability plan.

- **Alignment with Emory Priorities and the Emory Campus Life Strategic Plan:** Proposals must be grounded in the priorities of Emory Campus Life and Emory University. More specifically, Emory Campus Life’s strategic plan shared opportunities and Emory’s emerging priority of improving the undergraduate experience.
  - Emory Campus Life’s strategic plan shared opportunities
    - PRACTICE COMMUNITY [cultural humility, flourishing community] To encourage students to struggle together to enunciate how they differ and where they intersect, and to foster a sense of belonging in all of our students.
    - SUPPORT ACADEMIC ENGAGEMENT + STUDENT SUCCESS [critical inquiry, courageous integrity] To challenge and support students to optimize their academic, career, and social mobility through self-discovery, intellectual inquiry, and polycultural exchange.
    - DEVELOP IMPACT + INFLUENCE [flourishing community, personal + professional excellence] To enact shared values, passions, and concerns as a community to seek positive transformation in our community and the world.
    - CREATE A SAFE, HEALTHY + SUSTAINABLE ENVIRONMENT [social justice, flourishing community] To engage in practices that positively impact our health and collective wellbeing, safety, and environment.
  - Emory University Emerging Priority: Improving the undergraduate student experience
- Unified enrollment experience through concentrating recruiting, admission, financial aid, and onboarding resources, policies, and practices
- Enable academic accessibility for all undergraduate students
- Strengthen the social experience and campus life to improve satisfaction and retention

Each proposal should demonstrate how its initiative will assist the departments in achieving their strategic plans. It should also reflect Emory Campus Life’s shared opportunities and values (available on the ECL website: http://www.emory.edu/CAMPUS_LIFE/strategic_planning/). Proposals chosen as finalists will be presented to the Emory Campus Life community and its stakeholders.

**Bridge Fund Committee**

**Bridge Fund Committee Members will include:**
- At least one ECL Executive Leadership Team (ELT) member.
- Representation across a wide range of ELT areas.
- Strategic Plan co-chairs.
- At least one member external to Campus Life.

**2016-17 Bridge Fund Committee Members:**
- **Jessi Arnidis**
  Development and Alumni Relations
- **Adrienne Bryant**
  Student Success Programs and Services
- **Bruce Covey**
  Technology and Bookstore Relations
- **John Dunham**
  Athletics
- **David Furhman**
  Emory Campus Life Operations
- **Lisa Garvin**
  Spiritual and Religious Life
- **Tricia Herold**
  Career Center
- **Greg Hollinger**
  Residence Life
- **Michael Shutt**
  Community
- **Wanda Swan**
  Health Promotion
- **Ricky Talman**
  Recreation & Wellness
- **Kayla Tyson**
  University Center
- **Lina Vargas**
  Finance Center

**Bridge Fund Committee Roles:**
- Develop and implement robust application and review process.
- Encourage departments to apply for Bridge Funds.
- Review and provide feedback to departments.
- Coordinate a public forum for applicants to present to and receive feedback from students, alumni, faculty, and staff.
- Make the final awards of Bridge Funds based on committee and community feedback.
- Annually review the utilization of Bridge Funds.
- Annually review project assessment data from all Bridge Fund projects.
Proposal Requirements

General Information

Project name, collaborating departments, responsible individuals.

Executive Summary

A brief, one-to-two paragraph (or bulleted) general outline of the project, including:

- Identification of need
- Collaborating department names and contact information.
- Description of goals and individuals/positions responsible for achieving those goals.
- Explanation of how the proposal embodies the guidelines of Coordinated Collaboration, Stewardship of Resources, Assessment, Innovation, and Engagement, which are described above.
- The total amount of funding and number of years necessary to meet the project’s goals.
- The primary stakeholder population, including size, that this initiative will impact.

Project Description

The project description should demonstrate how this project fulfills a specific need through collaboration, effective use of resources, and innovation. The description should be comprehensive in scope to enable applicants to easily apply the information to future conference proposals, written articles, grant applications, and materials used for fundraising efforts. This section should include the following information:

- Clarity of the Need: What is the identified need that this project will fulfill or solve?
- Reliability of the Method: What are the measurable outcomes of the project? What methods will be used to bring the project to fruition? That is, describe this program, initiative, and/or intervention in detail and how you believe this particular method will achieve its outcomes. Proposal must note any current or past programmatic initiatives that may foreground or mirror the proposed project.
- Collaboration: Who will be involved in this project (formally and informally)? Who has primary responsibility for its implementation? Who are the ECL units, campus departments, students/student organizations, and/or external organizations/individual constituents participating? What is the extent of their participation and involvement?
- Engagement: How is the project student focused? How are students impacted by the project? How many students will be affected by the project?
- Innovation: How is the project innovative within a specific field, at Emory, or in higher education?
- Connection to the ECL Strategic Plan: How is the project aligned with the Emory Campus Life strategic plan?

Implementation Timeline

- State of Readiness: How are the collaborating departments prepared to implement the project? When do you expect to receive your initial funding?
• **Timeline**: Describe when your project will begin and significant milestones. Bridge Fund implementation timelines must not exceed 36 months.

• **Project lifecycle**: Explain the initiative’s lifespan and what it will look like post Bridge Fund.

**Assessment Plan**

Assessment is a critical component of this work. How do you plan to measure your success? Please meet with your departments’ assessment and strategic plan representatives to develop the most robust assessment measures, methods, and timelines. Include:

• Restated project outcomes.

• Assessment methods to be used to measure the outcomes. You must be specific and include measures and all instruments (e.g., surveys, focus group protocols, data/information collection points).

• Timeline for assessment.

• Responsible people (include the names, positions, and departments of those responsible for assessment efforts).

**Funding Request and Cost Elements**

Please include your overall funding request, including annual dollar amounts. Requests must fall within the Bridge Fund range of $3,000 to $30,000 spread out over the project’s timeline. Requests may be for one, two, or three years. Your request should be supported with the following cost elements:

• **Direct Labor Costs**: Include wages or contracted costs, fringe, overhead, and/or general and expense markups excluding profit. Requests for permanent staff should not be included in this proposal. How will these resource ensure implementation success?

• **Equipment and Materials**: Include descriptions, cost per unit, and extended costs. What kinds and quantities of equipment or materials will be needed to execute the project or associated tasks?

• **Cost Summary**: In addition to the labor, equipment, and travel costs above, please include a description and explanation of any resources that the department will contribute, including office space, time devoted to the project by permanent employees, etc.

• **Departmental Contribution**: Include a description and explanation of any resources that the department will contribute in addition to Bridge Fund support, including human resources, time, space, etc. Will you solicit additional external funding? Can the project ultimately be incorporated into annual departmental budgets?

• **Future funding**: If your project is ongoing, please describe how you will continue to sustain it financially after your Bridge Funds expire. How will the project be funded after the initial period of performance?

• **Stewardship of Resources**: Initiatives must identify efficiencies that reduce costs, develop plans for sustained implementation post-Bridge Funding, and/or identify new revenue streams.

Please note, only under certain circumstances will the Bridge Fund cover:

- Staff
- Memberships
- Consultants
- Travel
Checklist

Include a completed checklist to ensure basic requirements for the funds request have been met. You should email your final proposals to both Michael Shutt (mshutt@emory.edu) and Bruce Covey (bcovey@emory.edu).

2017-18 Timeline

Applications will be available in the fall. Once the completed applications are submitted and reviewed, the committee may request applicants to submit revisions or to collaborate with other applicants. Departments selected to move forward in the process will be asked to present to the Committee.

August 31: Applications are available.
October 17: Q&A session from 12-1:30 p.m. in AMUC 235
November 13: Q&A session from 12-1:30 p.m. in AMUC 235
December 8: Applications are due by 11:59 pm via email to Bruce Covey and Michael Shutt.
December 15: Bridge Fund Committee begins reviewing applications.
January: Initial feedback is given to applicants.
A select group of applicants invited to present to Bridge Fund Committee
February: Applicants present to Bridge Fund Committee.
Second round applicants given feedback on proposals and presentations.
Applicant updates, edits, and resubmissions are due.
March: Bridge Fund Committee reviews final proposals and makes final decisions.
Applicants are notified of final decisions.
April: Recipients of Bridge Funding present proposals to the community.

Frequently Asked Questions

My proposal comes only from my department. Can I still submit it?
No. Proposals must include at least two Emory Campus Life departments.

My proposal asks for only one year of funding. Is that okay?
Absolutely. The Bridge Fund Committee will consider one-, two-, and three-year proposals.

May I ask for different annual amounts over my project’s three years?
Yes. Just describe and justify your requested costs on your application.

May I use the funds to help support existing underfunded programs or services?
While the general purpose of Bridge Fund resources is to provide budget assistance to projects that are innovative and collaborative, the Bridge Fund Committee will also review proposals designed to transform existing programs into innovative and excellent initiatives that benefit the community. You must describe in detail why this program expansion does not fit into your existing budget and how Bridge Funds will substantially enhance the program.

I originally planned my project two years ago, but it never launched because I was never able to fund it. Can I propose this project in my Bridge Fund application?
Yes. As long as your application meets all of the Bridge Fund criteria.
How do I know collaborating departments will fulfill their end of the project?
If you are at all unsure or if promised funding from another area is involved, we strongly recommend drafting a written Memorandum of Understanding between all parties to specify responsibilities, departmentally committed resources, individuals in charge of each outcome, etc. Remember that employees might leave and department compositions might change. Be sure to allow, as much as possible, for such developments in your plans.

If I don’t meet my objectives or outcomes in the first year, will future funding be taken away? Will my department have to pay anything back?
To answer the two questions: yes, and possibly. The Bridge Fund Committee will review each project annually. If you were awarded funds for three years and don’t meet your proposed outcomes in the first year, your second- and third-year dollars will not be made available to you. Whether a department will have to return any funds will be evaluated on a case-by-case basis.

What if the project exceeds its proposed budget during implementation?
You and your collaborators must cover any budget excesses through your own departmental budgets.

Can I collaborate with departments outside of Emory Campus Life?
Yes, although the proposal still must include at least two ECL departments and must be student-focused, as described in the application guidelines.

I’m still working on my proposal. Will there be other opportunities to submit or should I send it as a draft?
The Bridge Fund Committee will review proposals annually as long as funding is available. Please submit only completed proposals for projects that can be operationalized in the ways you describe in your application.

I don’t know very much about assessment. Can you help point me in the right direction?
Every ECL department has an assessment coordinator. That person will be your local expert on assessment and will help you with your assessment plans and measures.

Where can I find more resources?
On the Campus Life Strategic Plan webpage: http://www.emory.edu/CAMPUS_LIFE/strategic_planning.

Where can I find departmental strategic plans?
Departmental plans are available on the Campus Life Strategic Plan website: http://www.emory.edu/CAMPUS_LIFE/strategic_planning.
Proposal Outline/Template

The attached information is the outline of the proposal. You may edit this document as your proposal or create a new document. If you create a new document, please ensure you include all elements of the proposal outline. It should include information that will assist you in seeking additional funding (e.g., grants, gifts from donors) and/or submitting future conference proposals and articles for publication.

Bridge Fund Project Proposal

1. PROJECT NAME

2. PROJECT COLLABORATORS

   Collaborator 1
   Name: 
   Title: 
   Department: 

   Collaborator 2
   Name: 
   Title: 
   Department: 

   Collaborator 3
   Name: 
   Title: 
   Department: 

   Collaborator 4
   Name: 
   Title: 
   Department: 

3. EXECUTIVE SUMMARY

4. PROJECT DESCRIPTION

5. IMPLEMENTATION TIMELINE

6. ASSESSMENT PLAN

7. ITEMIZED FUNDING REQUEST AND COST ELEMENTS

8. CHECKLIST
   Before you submit your proposal:
   _____ Did you list the names of the collaborators and their departments?
   _____ Did you discuss your proposal with your strategic plan departmental contact?
   _____ Have you demonstrated that the project is innovative, stewards resources, engages collaboration, and uses assessment to foster a culture of informed decision making?
   _____ Is your project timeline realistic and attainable?
   _____ Did you discuss your assessment plans with your departmental assessment coordinator?
   _____ Did you clearly state how your funds will be used?
   _____ Did you demonstrate how the program will be sustained post Bridge Funding?
   _____ Did your unit heads review and approve the proposal?
   _____ Are you ready to email your final proposal to both Michael Shutt (mshutt@emory.edu) and Bruce Covey (bcovey@emory.edu)?