



# Developing Proposals for Strategic Investment Opportunities

## Implementation and Transformation through Cooperation

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**PennState**

[strategicplan.psu.edu](http://strategicplan.psu.edu)

# Start with the Vision:

“Penn State will be a leader in research, learning, and engagement that facilitates innovation, embraces diversity and sustainability, and inspires achievements that will affect the world in positive and enduring ways.”



# Our approach to transformation also begins with inquiry

- Where are we at, and how can we invest in new exchanges that transform the institution and maintain our sense of place and pride?
- How does a regenerative strategic process deliver a sustainable funding ecosystem for all of our stakeholders and our surrounding communities?





# Opportunities

- New focus to support the Strategic Plan Initiatives through **development campaigns, grant funding, and internal funding.**
- Opportunities exist to develop a new **“funding ecosystem,”** leveraging support from diverse sources to enhance on-going positions of strength and to initiate new activities for growth.
- **Broad engagement being pursued** across steering committees, among our many stakeholders, and among our diverse campuses and supporting communities in the Commonwealth of Pennsylvania.





# The strategic investments we are focusing on for the RFP are mid-range

Scale	Description	Request process
\$	Projects focused in a single unit, typically requiring less than \$50,000 in funding	Request from unit budget executive
\$\$	Seed grants for projects that cross unit boundaries and have the potential to develop into sustainable programs, \$50,000 – \$250,000	Strategic plan RFP
\$\$\$	Large-scale projects that require a significant University investment and have executive support from multiple units	Proposal to the Office of the Executive Vice President and Provost



# The Foundations underpin all endeavors... fundamental to implementing this plan

- [Access to Education,](#)
- [Engaging Our Students,](#)
- [Embracing a Diverse World,](#)
- [Enhancing Global Engagement,](#)
- [Driving Economic Development,](#)
- [Ensuring a Sustainable Future](#)

Explore the full narrative for **all 6**.  
Discuss how to integrate multiple  
Foundations within your proposal  
*before you start writing.*

Think of these 6 as **imperatives** to be  
deeply integrated into your proposals,  
not as add-ons or broader impacts.

“Penn State will be a leader...that  
facilitates innovation, embraces  
diversity and sustainability, and  
inspires achievements that will affect  
the world in positive and enduring  
ways.” [VISION]



# Thematic Priorities + Supporting Elements embody existing and emerging strengths and opportunities, and the functional capacity to enact transformation

- Advancing the Arts and Humanities,
- Driving Digital Innovation,
- Enhancing Health,
- Stewarding Our Planet's Resources,
- Transforming Education
- Constituent Outreach and Engagement,
- Infrastructure and Support,
- Organizational Processes,

Read the descriptions for **all 8** and reach out to Steering Committee Chairs and members for clarification.

Think of these as **8** actionable spaces for proposing investment in transformation.



# Strategic Plan Implementation Oversight Committee



- Access
- Engagement
- Diverse World
- Global Engagement
- Economic Development
- Sustainability





# For the first time in Penn State's history, our development campaign is directly tied to our Strategic Plan Priorities and Foundations

Campaign Imperatives	Open Doors	Create Transformative Experiences	Impact the World
Strategic Plan Thematic Priorities <ul style="list-style-type: none"> <li>Transforming Education</li> <li>Enhancing Access</li> </ul>	<ul style="list-style-type: none"> <li>Transforming Education</li> <li>Enhancing Access</li> </ul>	<ul style="list-style-type: none"> <li>Transforming Education</li> <li>Advancing the Arts and Humanities</li> <li>Driving Digital Innovation</li> <li>Student Engagement</li> <li>Global Engagement</li> <li>Diverse World</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing Health</li> <li>Stewarding Our Planet's Resources</li> <li>Global Engagement</li> <li>Economic Development</li> </ul>

Consider a "funding ecosystem" for a portfolio of support...including research and



# The big target is changing the game...

- We are used to doing *more with less*: rationing systems for smaller and smaller pools of competitive funding
- There is high value in **cooperative, reciprocal exchanges** among stakeholders moving forward with a common pool of resources
- This investment opportunity asks us, how do we think and implement regenerative solutions: **working cooperatively to do *more with more***?



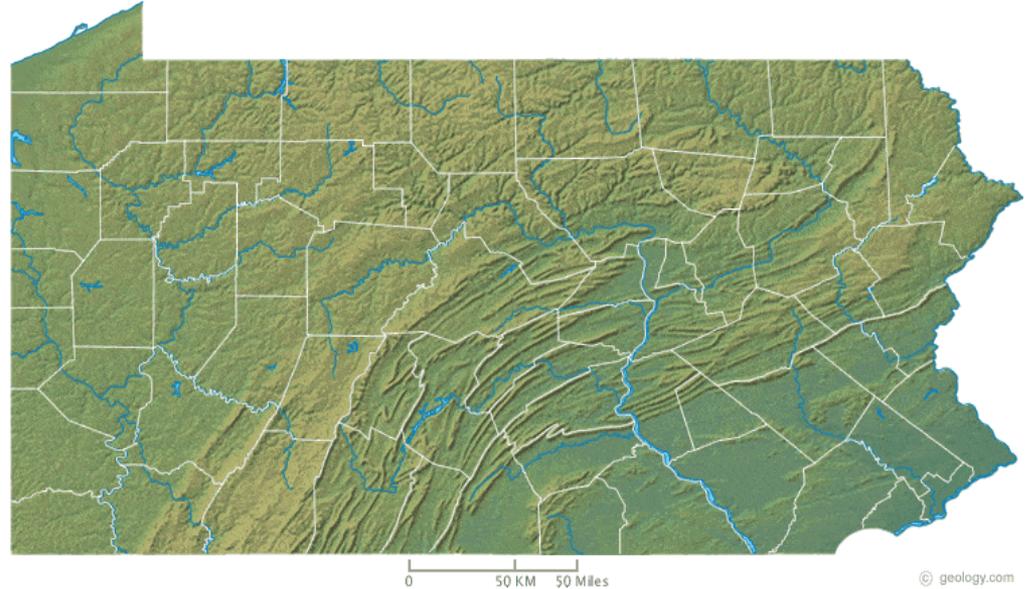
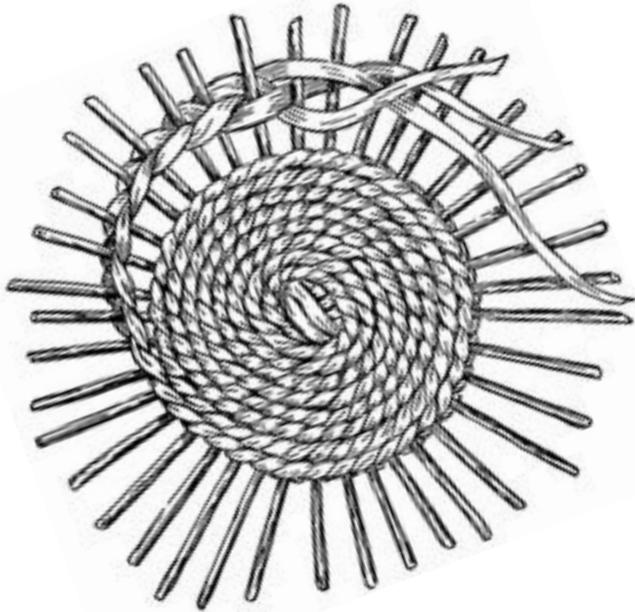
# What are the game changers for the proposal processes?

- Lowering **communication barriers** among stakeholders
  - **Viral dispersion** of information among committees, peers, and units
  - Develop ideas that also **maintain a sense of place and pride**
  - **Integration of stakeholders** across the University system
- Our **time and effort conserved** in cooperative, reciprocal exchanges
  - Investing human capital and capacity into a funding ecosystem
  - Proposals serve as seeds for transformation and change
  - Concepts can be queued for Development initiatives





# What makes a good strategic proposal?



# Good Proposals...

## Do...

- ❖ Have a clear and obvious connection to a Thematic Priority/Supporting Element (ideally more than one)
- ❖ Explicitly integrate multiple Foundations into the proposal
- ❖ Describe what will be done in actions, with deliverables
- ❖ Have the potential to scale up and a plan for sustaining funding beyond the award period
- ❖ Incorporate cooperation and collaboration from multiple units and campuses

- ❖ Demonstrate cooperation among our broad and skilled Penn State communities
- ❖ Have awareness of similar proposal concepts being from multiple units

## Do not...

- ❖ Exceed the scale and scope of funding
- ❖ Seek strategic initiative funding where traditional funding sources would be more appropriate (e.g., narrow research focus)
- ❖ Seek to replace funding more appropriately sourced at the unit level



# Proposals are brief. How will you communicate your idea to the larger community ahead of time?

- Basic information: title, contact, home unit/dept., other collaborators
- Overview\*
- Description of Priority/Element integration\*
- Preferred Steering Committee
- Thematic Priorities + Supporting Elements / Foundations
- Foundation integration\*
- Links to other strategic partners and letters of support
- Baseline data/context to support the initiative\*
- Indicators of success,\* implementation timeline\*
- Potential for philanthropic support, budget request, budget in place, internal match
- Plan to sustain the initiative\*

\* All descriptive fields, space limited



# One steering committee identified a set of “buckets” for the executive committee to consider:

1. *“Knock it out of the park!”* This is a high risk/high reward proposal, supported by the committee, aspirational and compelling, and should be pursued.
2. *“We better do this...”* This is an idea that, if not done, will soon earn the institution a penalty, and should be considered carefully for future steps regardless of the RFP process.
3. *“We should be doing this anyway.”* This is an operational initiative that goes to the heart of a functioning system; how can we find funding or staffing to do this? Can this be linked directly to develop funding, or another internal revenue source?
4. *“Great idea, not the right space.”* This is a great research idea; and should seek research funding from traditional funding sources.
5. *“Needs work.”* This idea needed more work and didn’t cut it for us.



# The Steering Committee process is iterative and dynamic, based on stakeholder input.

- Stakeholder engagement to facilitate proposals for **actionable initiatives** for implementation, leveraging existing strengths and capacity, or identifying the need to grow
- Ensure **Foundations** are integrated and implemented
- **Position Penn State as the leading 21st Century Land Grant Institution** while maintaining our role as a leading research and teaching institution
- Members/Chairs as **agents/stewards** for discussions among the Penn State network



# We encourage open communication of best practices and feedback

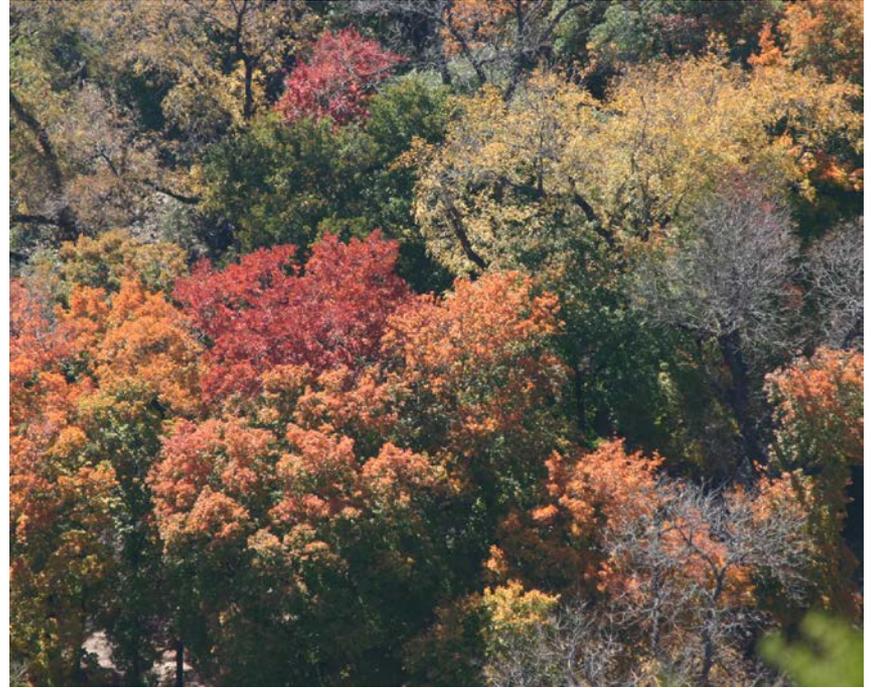
- Open to current students, faculty, and staff
- This RFP is not meant to replace the Seed Grant initiatives for targeted research within our major PSU Research Institutes
- Submitters are strongly encouraged to work with the appropriate Steering Committee(s) to develop strong proposals
- Rolling submission process through end of spring 2018
- *Cycle 2 submission deadline is January 31, 2018*



# Discussion

*“When you build a thing, you cannot merely build that thing in isolation, but must also repair the world around it, and within it, so that the large world at the one place becomes more coherent, and more whole; and the thing which you make takes its place in the web of nature, as you make it”*

C. Alexander, S. Ishikawa, and M. Silverstein. **A Pattern Language: Towns, Buildings, Construction.** Oxford University Press, 1977





# Thank You!



Questions or Comments can be directed to:  
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