

Emory Campus Life Strategic Plan Bridge Fund

Contents *(Use Control + Click section to navigate)*

Introduction	1
Proposal Type	1
Guidelines	2
Bridge Fund Committee	4
Proposal Requirements	4
Timeline	7
Frequently Asked Questions	7
Proposal Outline/Template	9
Addendum—Sample Budget Template	10

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 up to \$30,000 and may be spread out over three years. At least two departments, with the support of their senior leadership, must collaborate on each proposal. The Bridge Fund Committee is comprised of Campus Life staff members and co-chaired by 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 January 18, 2019.

Proposal Type

There are three proposal types that will be accepted. This will provide departments with flexibility in seeking support for a variety of initiatives.

Exploratory Funding Proposal:

This proposal type should be used by departments that are assessing needs to solve critical issues that impact students. Exploratory funding enables departments to test methods and interventions on a short-term basis. The goal is to support initiatives that need further grounding before long-term investments are made. Funding is available up to \$5,000 and will be granted for a one-year period.

Short-Term Funding Proposal:

This proposal type should be used by departments that require additional support to start a program or initiative that has great potential for sustained institutional support beyond its first year. Short-term funding enables departments to implement a program or initiative immediately while securing future

funding through other sources. Funding is available up to \$10,000 and will be granted for a one-year period.

Long-Term Funding Proposal:

This proposal type should be used by departments that are implementing a program or initiative that is comprehensive and sustainable over time. Long-term funding enables departments to supplement departmental resources for programs and initiatives that have a broad impact within the community. Long-term funding is designed to catalyze resources for ongoing programs. Funding is available up to \$30,000 (total) and will be granted for up to three years.

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:** Short-term and long-term proposals must articulate a specific course of action for fulfilling or solving the stated need, including the articulation of measurable outcomes. Exploratory (short-term) proposals must work toward articulating a methodology by the end of the project.
- **Focus:** 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 (the number of students impacted) and depth (the level of impact on students).
- **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.
- **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 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.
- **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.
- One Emory: Engaged for Impact (<https://one.emory.edu/>)
 - **Faculty Excellence**
Foster a culture of eminence that attracts and inspires scholars of the highest order
 - Sustain intellectual leadership across all programs and research disciplines while elevating the competitive position of targeted areas.
 - Cultivate world-class faculty scholars committed to enriching and engaging the Emory community and beyond.
 - Achieve excellence as an intellectual community built on diverse faculty and an inclusive culture.
 - **Academic Community of Choice**
Cultivate a thriving campus and a compelling student experience
 - Offer the most inclusive and financially accessible higher education experience among the nation's top universities.
 - Transform Emory's undergraduate campus life experience to create a connected, living, impact-oriented intellectual community.
 - Become the most influential institution in our students' lives by cultivating affinity for Emory.
 - **Innovation through Scholarship and Creative Expression**
Harness imagination and discovery to address 21st-century challenges
 - Be a top-ranked global leader in health science research to drive societal impact.
 - Be the preeminent destination for innovative arts leaders.
 - Become an innovative research leader in the humanities as well as natural and social sciences.
 - **Atlanta as a Gateway to the World**
Unleash Emory and Atlanta's shared future to mobilize change for the world
 - Unlock Emory and Atlanta's shared potential as an engine for inclusive growth.
 - Realize Emory as a core part of the civic fabric of Atlanta.
 - Serve Atlanta and global communities by bringing to bear strengths as a top-tier research institution in partnership with dynamic and innovative Atlanta institutions.

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

2018-19 Bridge Fund Committee Members:

- **Christy Bradley**
Civic and Community Engagement
- **Bruce Covey**
Technology and Bookstore Relations
- **John Dunham**
Athletics
- **Tricia Herold**
Career Center
- **Greg Hollinger**
Residence Life
- **Natasha Hopkins**
SILT
- **Xion Lester**
Development
- **Derek B. Moore**
CAPS
- **Megan Pendleton**
LGBT Life
- **Mark Seals II**
Emory Dining
- **Michael Shutt**
Community
- **Wanda Swan**
RESPECT Program
- **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 Focus*, 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.
- The type of proposal: Exploratory, Short-Term, or Long-Term proposal

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?
- **Focus:** 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 and One Emory:** How is the project aligned with the Emory Campus Life strategic plan and One Emory (<https://one.emory.edu/>)?

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 the maximum amount of time based on the proposal type.
- **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).

Budget

Please provide your overall budget, including all sources of funding (Bridge Fund, departmental, etc.). Funding from the Bridge Fund must fall within the range of the category of your type of proposal. Requests may be for one, two, or three years depending on the type of proposal. 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 **each department** will contribute, including office space, time devoted to the project by permanent employees, 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

Letters of Support

Please include a letter of support from your senior leader, indicating support for the proposal as well as confirmation that you have met with your strategic plan and assessment coordinators.

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)

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.

2018

October Applications are available.

2019

January 18 Applications due via email to Bruce Covey and Michael Shutt

January 22 Bridge Fund Committee begins reviewing applications.

February Initial feedback is given to applicants.

March A select group of applicants invited to present to Bridge Fund Committee

March Applicants present to Bridge Fund Committee.

Second round applicants given feedback on proposals and presentations.

Applicant updates, edits, and resubmissions are due.

April Bridge Fund Committee reviews final proposals and makes final decisions.

Applicants are notified of final decisions.

May Funding available

November Check in and budget update

2020

January Replications due

February Presentation to committee for reapplication

March Review

April Announcement

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.

What's the difference between the proposal types?

All three proposal types are designed to request temporary (seed) funding for programs and initiatives. Exploratory funding proposals request funding to evaluate potential solutions to challenges that impact our community. Short-term funding proposals request funding to support developed solutions to challenges for which funding is not currently available. Long-term funding proposals request funding to support substantiated solutions to challenges that require financial support over an explicit period of time.

My proposal asks for only one year of funding. Is that okay?

Absolutely. Exploratory, short-term, and long-term funding proposals all allow for one year of funding.

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.

What is One Emory?

One Emory: Engaged for Impact is Emory’s roadmap to be recognized as a leading research university that fosters excellence and attracts world-class talent to innovate today and prepare leaders for the future. <https://one.emory.edu/>

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 LEAD & COLLABORATORS

Project Lead

Name:

Title:

Department:

Collaborator

Name:

Title:

Department:

3. RATIONALE FOR PROJECT FUNDING TYPE

4. EXECUTIVE SUMMARY

5. PROJECT DESCRIPTION

6. IMPLEMENTATION TIMELINE

7. ASSESSMENT PLAN

8. ITEMIZED FUNDING REQUEST AND COST ELEMENTS

9. CHECKLIST

Before you submit your proposal:

___ Did you list the names of the project lead and 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 head/supervisor provide a letter of support for your proposal?

___ Are you ready to email your final proposal to both Michael Shutt (mshutt@emory.edu) and Bruce Covey (bcovey@emory.edu)?

Addendum—Sample Budget Template

	Description	Departmental Contributions	Requested Funding
Salary/personnel			
Travel			
Equipment			
Supplies and materials			
Consultant services			
Other			
Total			