



## **2017-2018 Institutional Grants Program**

### Instructions and Application

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# United Board for Christian Higher Education in Asia 2017-2018 Institutional Grants Program

## Guidelines for Proposals

The United Board for Christian Higher Education in Asia (United Board) has long promoted whole person education in the tradition of the liberal arts colleges and universities in Asia. Whole person education addresses the varied academic, professional, personal, and spiritual needs of students. It empowers students for personal and professional growth, and nurtures a sense of responsibility to apply their knowledge in the service of others.

We welcome proposals for projects that will advance the capacity of colleges and universities in the United Board's network to design and deliver whole person education in innovative and effective ways. The United Board pays special attention to professional development of faculty and institutional leaders involved in undergraduate education.

Institutional grant awards typically range from US \$2,000 to US \$25,000. (See separate guidelines for the Bamboo Grants Program<sup>1</sup>, for proposals for innovative, one-time projects budgeted at less than US \$5,000.)

### Timeline

Proposals must be received by October 31, 2016. Grants will be made for activities to occur between July 1, 2017 and June 30, 2018.

Funding decisions will be announced in April 2017, and funds can be made available from July 1, 2017. Grants may be paid in more than one installment depending on the timing and scope of the project. The payment and reporting schedule will be explained in the grant award letter.

### Themes and Activities

We invite proposals in four general areas:

- Leadership Development for Higher Education
- Faculty Development for Enhanced Teaching, Learning, and Research
- Campus-Community Partnerships
- Culture and Religion in Asia

Please see page 6 for a more detailed description of these program areas.

Projects should be designed to strengthen institutional capacity by:

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<sup>1</sup> The United Board's Bamboo Grants Program was formerly called the Small Grants Program.

- 1) enhancing the quality of teaching through in-service training of faculty in new methods and skills, continuing education of academic staff, support for teaching-learning centers, or other means;
- 2) enriching undergraduate education through the development of new or improved curricula, design of new academic programs or student services on campus, or other means;
- 3) building deeper connections between students and the community through collaboration that engages colleges and universities with community-based organizations or other means; or
- 4) improving administrative systems essential to whole person education at the undergraduate level.

### **Collaborative Projects (optional)**

We welcome applications for projects that promote collaboration among colleges and universities to address a common educational need or challenge. These may include colleges and universities within a country or region, such as Southeast Asia, or may extend to broader collaboration across geographical borders.

A United Board grant generally goes to a single institution. We do not expect grant recipients to “re-grant” funds to other universities, but we welcome the grantee to take the lead in cultivating a consortium of institutions that share common interests related in some way to whole person education. Members of a consortium would need to apply separately to the United Board for grant support for a specific project they plan to undertake that relates to the broader theme of the consortium.

### **Selection Criteria**

The United Board uses the following criteria in evaluating proposals:

- Relevance of the project to the respective missions of the United Board and the proposing institution.
- Clarity of goals and intended outcomes.
- Caliber and preparedness of the personnel leading the project.
- Integrity and feasibility of the project design.
- Reasonable, clear, and adequate budget.
- Impact on intended beneficiaries. The proposal should clearly identify the people who will benefit from the project and have specific goals that are feasible and meaningful for the beneficiaries.
- Sustainability and cost-sharing. Proposals should show that the institution’s leaders fully support the project and its successful implementation. Each proposal should also describe how the activity, its outcomes, or lessons learned from it will be sustained by the institution and/or incorporated into its regular operations. Cost-sharing from the institution as well as from other funding sources is a strong indicator of institutional

commitment. Cost-share may be calculated by in-kind contributions, such as faculty/staff time; use of venue at no charge to the project; materials; and the like.

- Well-conceived evaluation plan. The proposal must include an evaluation component with clear milestones to allow the project leaders to evaluate progress toward goals.

After internal and external review of proposals, the United Board staff submit their recommendations to the Board of Trustees of the United Board, who make the final decisions about which projects to fund.

### **Project Term**

United Board funds are given only as single-year grants, and most grants are made for one-year projects. However, applicants may present proposals for activities that span a two- or (at most) three-year period. Such proposals should clearly lay out the phases of activity that will occur over the 24 or 36 months starting on July 1 of the first year. If the United Board approves a multi-year project, funds can only be granted one year at a time. Each year will require the submission of an interim report that shows that the project is on track to accomplish its intended outcomes as stated in the original proposal. Year 2 and Year 3 funds are not paid automatically, but depend on evidence that the project is going well.

### **Eligibility:**

- Colleges and universities that have received a grant from the United Board in the past five years (since 2012) are eligible to apply for institutional grants. See pages 8-9 for further details.
- The project must benefit the higher education institution as a whole, not just specific individuals.
- The project must be consistent with the United Board's mission to advance whole person education and must fall within one of the program areas of the United Board.

The following are *not* eligible for funding:

- Proposals that come to the United Board from individuals. Proposals must be submitted by an eligible higher education institution in Asia. (Non-Asian institutions may be included as partners of the Asian institution submitting the proposal.)
- Activities by organizations (churches, nonprofit organizations, government or community organizations) that have no direct connection to higher education.
- Student scholarships. Also, the United Board generally does not fund student projects, preferring instead projects that help to strengthen the capacity of faculty members who work with students.
- Research projects by individuals, including dissertation research, or efforts to turn a thesis or dissertation into a research publication.

- Requests to fund an individual scholar to attend a conference. (A project may include sponsoring a conference, in full or in part, if it is integral to the accomplishment of the project goals.)
- Buildings or maintenance of buildings or other building projects.
- Equipment and furniture (computers, printers, cameras, etc.)
- Basic salaries and benefits of college/university employees.
- Institutional overhead and indirect costs.

### **Submission**

The full proposal, including all relevant materials, should be compiled and submitted as attachments to ONE email sent to the United Board by Monday, October 31, 2016, to **[grants@unitedboard.org](mailto:grants@unitedboard.org)**. The United Board is not obligated to review any application that arrives after October 31.

The United Board may accept the proposal as submitted, decline the proposal, or return the proposal with comments from reviewers that are designed to assist in making revisions to the original proposal.

Applicants are welcome to contact the United Board staff during preparation of their proposals to clarify these guidelines.

### **Contacts**

Proposals should be submitted to [grants@unitedboard.org](mailto:grants@unitedboard.org)

The United Board works with selected colleges and universities in the following countries or regions:

Northeast Asia:	China, Hong Kong, Macau, Taiwan, Japan, and South Korea
Southeast Asia:	Cambodia, Indonesia, Philippines, Thailand, Vietnam, Myanmar, and Timor-Leste
South Asia:	India

Questions about the proposal process, potential projects, and eligibility should be directed to the Program Officer for your region, as follows:

Northeast Asia	Dr. Cynthia Yuen	<a href="mailto:cyuen@unitedboard.org">cyuen@unitedboard.org</a>
Southeast Asia	Dr. Hope Antone	<a href="mailto:hantone@unitedboard.org">hantone@unitedboard.org</a>
South Asia	Dr. Maher Spurgeon	<a href="mailto:mspurgeon@unitedboard.org">mspurgeon@unitedboard.org</a>

## **United Board Program Areas**

### **Leadership Development for Higher Education**

Leadership Development projects focus on relatively senior staff at colleges and universities in the United Board's network. They are designed to help these leaders navigate the dynamic economic, political, social, cultural, physical, and regulatory environments shaping higher education in Asia. These projects help leaders articulate a long-range vision for their respective institutions, inspire diverse people to move toward shared goals, secure adequate resources to implement them, and track the trends that shape the needs for human resource development in their economies and broader societies.

Grants in this category have generally been for in-country or sub-regional conferences and workshops for university leaders that address specific themes or issues.

### **Faculty Development for Enhanced Teaching, Learning, and Research**

Faculty Development projects strengthen the professional development of the faculty members and administrators who deal directly with students. The goal is to help these educators increase the effectiveness of their teaching, especially in undergraduate programs, so that they are better able to guide students on journeys of inquiry and discovery.

United Board grants in this category have supported faculty development projects to train faculty on topics related to teaching methodology, classroom management, research methodology, human relations, and writing and communication skills.

### **Campus-Community Partnerships**

Campus-Community Partnerships help faculty connect students' learning in the classroom to the needs of communities beyond the campus. This includes integrating service-learning into the curricula, raising awareness of those in need, educating students in the practical tools for resolving conflicts, and enhancing students' understanding of climate change and the link between the environment and health.

Two major areas of Campus-Community Partnerships are **service-learning** and **peace education**. Grants for service-learning help colleges and universities set up service-learning programs, train faculty in introducing this methodology into their courses, and engage students in experiential learning. Among other topics, the colleges and universities in our network have linked service-learning to environment and health, disaster response, poverty alleviation, and studies of migration in Asia. Peace education projects guide students to explore the causes of historical and contemporary conflicts in their communities, as well as means of addressing them. Examples are the interdisciplinary study of the cultural, religious, social, economic, and psychological roots of conflict and the conditions for peace and reconciliation.

There are diverse ways and different stages of incorporating service-learning as the teaching method at Asian universities. We encourage cross-region and cross-border service-learning programs that enhance cultural awareness and mutual learning.

United Board grants have supported service-learning projects in disaster preparedness and recovery, peace education using indigenous practices, environmental education as a whole-school approach, and other topics. Please note that the United Board does not generally cover student activity costs. We also do not support charity work alone. Any service in the community needs to be linked with improving teaching and learning capacity.

### **Culture and Religion in Asia**

Culture and Religion in Asia projects help educators prepare students to live and thrive in a culturally diverse and interreligious world. We encourage projects, particularly in the humanities, that promote deeper appreciation among students for cultural heritage and for their own cultural identity. We also support projects that enrich faculty and student understanding of religious diversity and interreligious understanding.

Two major areas of Culture and Religion in Asia are (1) **Local Knowledge and Cultural Heritage Studies** and (2) **Interreligious Understanding**. Local Knowledge and Cultural Heritage Studies projects nurture increased awareness and respect in students for cultures of their own and other communities. The goal is to move beyond academic research to the design and use of new curricula that teachers of the humanities can introduce into their courses. Interreligious Understanding projects shed light on how people of different religious beliefs and practices in Asian societies understand and interact with each other in daily life. This includes research and teaching on how Christian traditions have evolved over time in Asian social and cultural contexts.

*To see examples of recently funded projects, please visit the program section of our website.*

## **Eligible Institutions**

The United Board's institutional grants program is restricted to colleges and universities that have received a grant from the United Board in the past five years (since 2012). The institutions listed below are eligible to apply for the institutional grants program in 2017-2018.

If your college or university is not listed below but is interested in exploring the possibility of joining our network, please contact the United Board program officer for your region to discuss potential eligibility (see page 5).

### **Cambodia**

Royal University of Phnom Penh

### **China**

Central China Normal University  
Chinese Academy of Sciences  
Fudan University  
Fujian Hwa Nan Women's College  
Ginling Women's College, Nanjing Normal University  
Guizhou Normal University  
Nanjing University  
Ocean University of China  
Renmin University of China  
Shaanxi Normal University  
Shandong University  
Shanghai University  
Sichuan University  
Soochow University, Suzhou  
Yunnan University  
Zhongshan University

### **Hong Kong**

The Chinese University of Hong Kong  
Chung Chi College, The Chinese University of Hong Kong  
The Education University of Hong Kong  
Hong Kong Baptist University  
The Hong Kong Polytechnic University  
Lingnan University  
The University of Hong Kong

### **India**

The American College  
Bishop Heber College  
Christ University  
  
Karunya University  
Lady Doak College  
Madras Christian College  
Salesian College  
Scottish Church College  
St. Ann's College of Education  
St. Christopher's College of Education  
Stella Maris College  
Union Christian College, Kerala  
Union Christian College, Shillong  
Women's Christian College, Chennai

### **Indonesia**

Artha Wacana Christian University  
Citra Husada Mandiri Kupang  
Duta Wacana Christian University  
Indonesian Consortium for Religious Studies  
Maranatha Christian University  
Petra Christian University  
Sam Ratulangi University  
Satya Wacana Christian University  
Soegijapranata Catholic University  
Toraja Christian University of Indonesia  
Universitas Atma Jaya Yogyakarta  
Universitas Kristen Indonesia Maluku  
Universitas Kristen Indonesia Paulus



**Japan**

International Christian University

**Korea**

Ewha Womans University

Seoul Women's University

Yonsei University

Yonsei University Health System

**Macau**

University of Macau

**Myanmar**

Chin Christian University

Dagon University

Kachin Theological College and Seminary

Myanmar Institute of Theology

**Philippines**

Ateneo de Davao University

Ateneo de Manila University

Central Philippine University

De La Salle University

Miriam College

Pilgrim Christian College

Silliman University

Southern Christian College

Trinity University of Asia

**Taiwan**

Chang Jung Christian University

Fu Jen Catholic University

Soochow University, Taipei

Tunghai University

**Thailand**

Assumption University

Payap University

**Vietnam**

Hue University

Vietnam National University

## **Outline for Institutional Grants Proposal**

Proposals to the United Board should include the following information:

### **I. Basic Information**

Name of institution submitting the proposal

Name of the institution's head or other responsible senior administrator (with email address and phone number)

Name(s) of person(s) preparing the proposal (with email address and phone number)

Name of the designated liaison person for the United Board (with email address and phone number)

Name of the proposed project leader (with email address and phone number)

Title of proposal

Executive summary of the proposal (100 words)

Total cost of project and total requested from the United Board (both in US dollars)

### **II. Full Narrative Proposal**

Goals - what the project is trying to accomplish and how it relates to the mission and vision of your institution

Period of the project (start and completion dates)

Leadership team for the project and their roles (please include brief CVs of key personnel)

If other universities or NGOs are involved in a major way, please include a letter from the head or another responsible senior administrator, assuring participation as described.

Background and rationale for the project - the need or problem it will address and how the project will advance whole person education at your institution. Is the project new or has your college or university previously received a grant from the United Board or other sources in this general area?

Short description of the participants and ultimate beneficiaries of the project

Stages or phases of the project (timetable for implementation, highlighting the major activities or benchmark events)

Evaluation of the project – how the project will be assessed, to discern to what extent the project goals have been achieved. Please describe what success will look like and how it will be captured in the evaluation; include the name and contact information of the external evaluator, if applicable.

Sustainability – describe how the project will continue after United Board funds are expended, or how its outcomes or lessons learned will continue to benefit your institution. Please included intended sources of support for continuing activities, if any.

### **III. Detailed Itemized Budget**

The proposed budget should be submitted in US dollars indicating the exchange rate used. It should clearly show the following:

- activities/tasks and their corresponding expenses;
- total project cost;
- the amount requested from the United Board;
- cost-share
- other expected funds and sources.

Please note also the following:

- United Board grants are not to be used to replace the basic salary of senior staff. A reasonable portion of the grant may be used to support junior staff or student assistants, or for stipends of invited resource persons or consultants, as are shown to be necessary for the project.
- Expense items may include travel (transportation), materials, venue, communication, video and other documentation of the project.
- Provision should also be made for assessment or evaluation of the project by someone other than the project leaders.

Note: If the proposal is approved, but at a reduced budget amount, the United Board may request a revised budget reflecting the lower level of United Board support.

#### **IV. Endorsement by Head or Senior Administrator of Institution**

Name of institution's head or other senior administrator with responsibility for overseeing the proposed project:

Title or position in the institution:

Signature:

Date:

#### **V. Appendices:**

**1. Institutional Profile** (see next page)

Please submit an updated profile (one copy for every institution).

**2. Additional background information**

We welcome additional information relevant to making the case for the project. Please limit any such information to 3 pages.



### Institutional Profile

The United Board is required by U.S. law to inquire about each institution’s governance and auditing practices. Other information requested in this form will help United Board staff understand the current context and new programs of your institution. Information provided is strictly for use by United Board staff, trustees, and auditors. We thank you in advance for your assistance.

Name and position of person completing this form: \_\_\_\_\_

Email address: \_\_\_\_\_

Date: \_\_\_\_\_

Please send the completed document as an email attachment to [grants@unitedboard.org](mailto:grants@unitedboard.org).

#### CONTACT INFORMATION:

Institution Name

\_\_\_\_\_

Address

\_\_\_\_\_

\_\_\_\_\_

President/Principal/Rector \_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

Website \_\_\_\_\_

Please add the names, positions, and email addresses of up to three other key staff who should receive emails from the United Board regarding grants and programs.

	Name	Position	Email address
1.			
2.			
3.			

*(continued on next page)*

INSTITUTIONAL DATA:

Year established:

Mission statement:

Please provide a brief summary of your institution's relationship with the United Board, including the year that your institution first received United Board support:

Academic year - Beginning date (month/year) \_\_\_\_\_

End date (month/year) \_\_\_\_\_

Colleges/schools

\_\_\_\_\_  
*(Attach separate page if necessary)*

New academic programs, majors, or research centers developed since 2010

\_\_\_\_\_  
Institution's three or more significant achievement(s) in recent years

\_\_\_\_\_  
Institution's three most serious challenges in recent years, and how your institution has responded to these challenges

\_\_\_\_\_  
Institution's major goals/plans for the future

\_\_\_\_\_  
Other than the president/principal, is there a special coordinator or liaison for communicating with the United Board?    \_\_\_ Yes    \_\_\_ No

If yes, name of coordinator for United Board programs

\_\_\_\_\_  
Contact information for coordinator for the United Board:

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

Email \_\_\_\_\_

GOVERNANCE:

Does your institution have governing instruments (for example, a charter, articles of incorporation, by-laws) and an independent governing body, such as a board of directors or trustees?

Yes     No

- If yes, please attach a list of the current members of the governing body and its officers, and the top 5 key staff members.

- If no, please explain: \_\_\_\_\_  
\_\_\_\_\_

Are the finances of the institution audited annually by independent public accountants?

Yes     No

- If yes, are the audited financial statements shared with the members of an independent governing body?  Yes     No

- If no, explain how finances are monitored and who financial reports are shared with

\_\_\_\_\_  
\_\_\_\_\_

INTERNATIONAL EDUCATION:

Please describe your institution's long-term plans, if any, for increasing international exchanges.

Languages of instruction at your institution:

\_\_\_\_\_

Please list MA or PhD programs that are entirely taught in English (if any).

\_\_\_\_\_

ACADEMIC PROGRAMS

Does your institution have a commitment to building whole person education? If yes, please describe whole person education at your institution, including both current programs and plans for the future.



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Does your institution have a service-learning program?  Yes  No

- If so, please provide the contact information:  
Name: \_\_\_\_\_  
Position: \_\_\_\_\_  
Email: \_\_\_\_\_  
Tel: \_\_\_\_\_

## **Reporting Requirements for Grants from the United Board**

The following requirements apply to projects that are awarded financial support from the United Board.

### **Evaluation**

At the conclusion of the project, we request that someone knowledgeable about the project, but independent of it, evaluate the extent to which the goals set out in the original proposal have been accomplished. Ideally, the evaluator should be someone familiar with, but based outside the grantee institution. (The project leader cannot be the evaluator.) If funds are required to pay for the evaluation, this should be reflected in the project budget. The name and qualifications of the evaluator should be included in the original proposal. United Board staff will provide further guidance to project leaders about the design and format of the evaluation process.

### **Reporting**

Reports for one-year projects will be due at the United Board one month after the close of the project. For example, the leaders of a project lasting 12 months ending on June 30 should send the United Board a final report by July 31 of that year.

For multiyear grants, the United Board requires an interim report and a short proposal for the next phase of the project, to be submitted six months after the start of the project. This would often mean early January or halfway into the grant year. No report is necessary at the 12-month point. Two-year grants will require a final report 25 months from its start (24+1), and three-year grants will require a final report 37 months from its start (36+1).

The one-month “grace period” gives project leaders time to reflect on what was done and what impacts these activities may have had. Formats for both narrative and financial reports are on the United Board website. Failure to submit timely reports may jeopardize the institution’s eligibility to receive further grants from the United Board.

The following table shows the report schedule assuming the project is completed on or about June 30 of the applicable year:

Length of Grant	Example	Interim Report (months)	Example	Full Report (months)	Example
1-year	Project starts on Jul 1, 2017	--	--	12 + 1	Jul 31, 2018
2-year		6	Dec 31, 2017	24 + 1	Jul 31, 2019
		18	Dec 31, 2018		
3-year		6	Dec 31, 2017	36 + 1	Jul 31, 2020
		18	Dec 31, 2018		
		30	Dec 31, 2019		

### **Publication and Dissemination of Results**

The United Board should be acknowledged in all public materials, signage, and academic publications associated with the grant. Specific guidelines are described on the United Board website at: <http://unitedboard.org/ABOUTTHEUNITEDBOARD/NameandLogoUsage.aspx>

The United Board encourages grantees to publicize the projects it funds to important audiences within the grantee university, in other universities, and in the broader community. We encourage project leaders to plan in advance to gather data from the project and reflect outcomes and experience gained in relevant academic and community-based publications, in print or online. Where relevant and feasible, grantees are also encouraged to develop project websites hosted by the grantee institution. As part of the reporting process, we welcome video clips and photographs of key events or presentations sponsored by the project.