

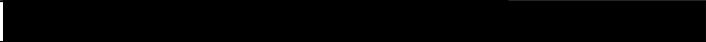
Institutional Grants Program

A1_Application form

Please read the instructions and guidelines carefully before you submit a proposal. All applications must use this form; any applications not using the form will be disqualified. The application form and other documents **MUST** be sent to grants@unitedboard.org by October 31. Late applications will not be considered.

I. Particulars of the Project Team

Name of Institution:	Payap University
Address of Institution:	Amphur Muang, Chiang Mai, 50000, Thailand
The Head of Institution (e.g., Rector/Principal/President/Vice Chancellor):	
Title & Name:	[REDACTED]
Position:	[REDACTED]
Email:	[REDACTED]
Phone:	[REDACTED]
Project Leader(s) (please insert rows for more project leaders if necessary) :	
1) Title & Name:	[REDACTED]
Position:	[REDACTED]
Department:	[REDACTED]
Email:	[REDACTED]
Phone:	[REDACTED]
Relevant background: (limit to 100 words):	
[REDACTED]	
Previous grant(s) received from the United Board (e.g., Year/Proposal Title/Amount in USD):	
[REDACTED]	

	
Designated Contact Person:	
Title & Name:	
Position & Department:	
Email:	
Phone:	

Narrative Proposal

1. Title of Proposal: <i>(limit to 15 words)</i>	Organizational Development Training of Trainers for Myanmar Liberal Arts Programs
2. Executive Summary <i>(limit to 100 words)</i>	
<p>This proposal is for the 2nd stage of the Organizational Development project submitted in 2016. The three-stage project is designed to provide training to theological seminaries in Myanmar who are transitioning to liberal arts degree programs but need assistance in leadership and organizational management. The project aims to build the capacity of these institutions and thus support the implementation of changes required by this transition to meet the highest international standards. The 2nd stage will provide training-of-trainers programs to create a multiplier effect by enabling participants of the 1st stage to disseminate the knowledge and best practices in their home institutions.</p>	
3. Objectives <i>(Specify in what ways the project would contribute to whole person education)</i>	
<ul style="list-style-type: none"> i. To support the development of both personal and institutional organizational management and leadership ii. To strengthen the ability of participating seminaries to implement previous United Board funded training in curriculum development. iii. To develop a sustainable program in Leadership and Organizational Management that will enable participating seminaries to provide value-adding short courses to local stakeholders 	
4. Project Duration ¹ <i>(month/year)</i> : from July 2018 to June 2019	

¹ Project cycle: July 1 to next year June 30.

<input checked="" type="checkbox"/> One-year project <input type="checkbox"/> Two-year project <input type="checkbox"/> Three-year project	
5a. Total cost of the project (in USD): \$ ██████████	
5b. Total amount requested from the United Board (in USD): \$ ██████████	
<i>For multiyear projects, please indicate the cost and requested amount (in USD) for each year:</i>	
1st year – cost: \$ ██████████	amount requested: \$ ██████████
2nd year – cost:	amount requested:
3rd year – cost:	amount requested:

6. Any involvement with other universities or NGOs? Yes No

If yes, please provide the names below. *(If they are involved in a major way, please include a consent letter from the head/senior administrator, assuring participation as described.)*

7. Background and rationale for the proposal

Please include:

- a. the need or issue the project will address;*
- b. any groundwork that has been done by you or your team; and*
- c. how the project will enhance the teaching/research capacity of your institution/department/unit. (limit to 2 pages)*

This three-stage project came about as a result of discussions with participants at the Curriculum Development workshop held at Payap in October 2016, funded by the United Board. The participants all came from private seminaries in Myanmar who are in the process of expanding their institutions to provide liberal arts education and are in need of specialized training in the areas of curriculum development.

As well as requiring support in developing their curriculums and strengthening their quality assurance processes, the participants expressed a significant need in building the capacity of both themselves and their institutions in organizational development.

The participants mentioned that they and their leaders would greatly benefit from additional training in leadership and management skills in order to effectively utilize the knowledge gained during the curriculum development workshop.

The International College at Payap University wish to continue their engagement with local educational institutions in Myanmar which have been the focus of the college’s community service projects over the past 5 years and in this regards Payap University is uniquely placed to be of service. The International College has an immense store of organizational knowledge in the areas of both curriculum and organizational development

This knowledge comes in part from developing programs for both the undergraduate and graduate programs at the International College and additionally for developing certificate

programs in partnership with USAID and International Rescue Committee (IRC) in the area of Organizational Management.

In addition, PYU has already implemented the model for this proposal at Mawlamyine State University, Mon State, Myanmar in 2015 and with four educational foundations in Hpa-An, Loikaw and Myitkyina.

The 3-stage, multi-year project is geared towards building the capacity of organizations in the area of leadership and organizational management by providing a multi-stage program of training and certification. This will lead to the ability of the partner organizations to better manage their respective programs as well as providing opportunities for community service to other organizations within their area. It will also offer them the opportunity to generate income through the offering of this certificate course to interested local stakeholders.

The first stage of this project was a 70 hour, 11-day training course in Leadership and Organizational Management held at Payap University from the 25th September to 6th October, 2017 and funded by a United Board grant.

The second stage request for funding in this proposal will leverage the knowledge gained during the above training course and focus on providing participants with training in how to actually teach and disseminate these ideas at their home institutions. In this way, the Training-of-Teachers (TOT) will create a multiplier effect where many more faculty and students are exposed to new concepts in leadership and management thus benefiting the institution and wider community.

Participants will be taught teaching methodologies in general, focusing on the philosophy of Task-based Learning. In addition, each module in the certificate course will be covered again in detail but from a teaching perspective as opposed to a student's one.

The third phase of this project would see the home institutions being able to offer courses of the same or similar content to their own students and also the community they serve, including local Community-Service Organizations (CSO), local church groups and other interested parties. The courses offered would be in collaboration with Payap University, who would serve as mentors and also oversee quality assurance. It is also envisaged that the courses would be offered under a joint certification process between Payap and the seminary, with a joint certificate awarded, thus adding value.

It is important to note that the 3rd stage of the project is to be funded through UB's Bamboo Grants with the seminary directly working with UB in requesting support. This is to both build the capacity of these organizations to approach funders and also to ensure that the seminaries are fully committed to implementing this stage.

8. Short description of the participants and ultimate beneficiaries of the project

(limit to 1 page)

Payap University has been engaging in development projects funded by UB assisting seminaries in Myanmar over the past 2 years. However, as can be seen from the below table, only a few of these organizations have been proactive in attending further trainings, although they were all invited to do so.

Seminary	Curriculum Development (PYU funded by UB)	Curriculum Development Follow-up (Bamboo Grant request by institutions)	Organizational Development (PYU funded by UB)
[REDACTED]	✓	✓	✓
[REDACTED]	✓		✓
[REDACTED]	✓		
[REDACTED]	✓	✓	✓
[REDACTED]	✓		
[REDACTED]	✓		
[REDACTED]	✓	✓	✓
[REDACTED]			✓

In order to maximize the positive impact of this project, it is proposed that the 2nd stage of this project focus on just a core group of seminaries who have shown both the willingness and capacity to join previous trainings as well as, most importantly, implement the new knowledge gained in their institutions.

Therefore, participants from the below three seminaries, who have engaged in all of the past activities and have been proactive in requesting follow-up visits from Payap, will be invited to join further stages. It should also be noted that the below seminaries all sent senior management (Director, Vice-Principle and Department Heads) to the 1st stage training which indicates the level of commitment as well as a capacity to actually implement the objectives of this project.

- [REDACTED] (Kale) - 4 participants
- [REDACTED] (Yangon) - 4 participants
- [REDACTED] (Yangon) - 4 participants

In addition, seminaries who can provide a compelling case for inclusion as well as a commitment to follow through with the subsequent stages, may be invited at a later date if there is spare capacity.

9. Plan for implementation

Timetable for implementation, highlighting the major activities or benchmark events. For multiyear projects, activities should be laid out year by year. (limit to 1 page for activities per year)

This 2nd stage proposal has two main activities:

Activity 1 - Training of Trainers (TOT) - to be held at Payap University between July and October 2018 depending on availability of selected participants.

The TOT will include both teaching methodologies focusing on the concepts of Task-based learning (TBL) as well as a detailed review of each unit in the certificate program and instruction on how to teach the material to both students and faculty.

Below is a provisional timetable of the course

Training of Trainers for Leadership and Organisational Management Course							
Day/Time	Sun	Mon	Tues	Wed	Thu	Fri	Sat
Day	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
Date	TBA	TBA	TBA	TBA	TBA	TBA	TBA
AM 09:00- 12:00	Arrive	Teaching Methodologies	Teaching Methodologies	Intercultural Communication	Ethical Leadership	Project Management	Field Trip / Excursion
PM 13:00- 16:00		Teaching Methodologies	Teaching Methodologies	Intercultural Communication	Ethical Leadership	Project Management	
Day/Time	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Day	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	
Date	TBA	TBA	TBA	TBA	TBA	TBA	
AM 09:00- 12:00	Free	Organization & Management	Human Resource Management	Strategic Planning	Application Project	Leave	
PM 13:00- 16:00		Organization & Management	Human Resource Management	Strategic Planning	Application Project		

Activity 2 – Follow-up Site Visit by PYU to participant institutions to be conducted no longer than 3 months after completion of the TOT

In order to ensure that the momentum for the project is not lost, a follow-up visit will be scheduled to each of the three main seminary partners. Each visit will be for 2 days and will have the following objectives:

1. To support the TOT participants in the dissemination of the course content
2. To advocate for the opening of Organizational Development courses
3. To address any requests from either the participants or the seminary administration for specialized training
4. To build organizational cooperation between PYU and the seminary

10. Evaluation of the project

Include:

- a. how the project will be assessed;*
- b. the name and contact information of the external evaluator, if applicable; and*
- c. what criteria to apply for an evaluation of the changes that may take place.*

The project will be assessed using both outputs, outcomes as key performance indicators:

Outputs:

Number of participants
Participant Evaluations

Outcomes:

Number of certificate courses / short trainings opened as a result of TOT
Number of stakeholders from local community involved in the 3rd stage
Feedback from institutions on benefits (follow-up interviews)

The following person will be asked to carry out an external evaluation of the project:



11. Sustainability

Describe how the project will continue after United Board funds are expended. Include potential sources of support for continuing activities, if any.

The original Organizational Development for Myanmar Liberal Arts Programs proposal

submitted in October 2016 was a multi-year, multi-phase project.

The first phase, just completed, was designed to introduce critical ideas in leadership and management.

The next phase being proposed here will then leverage the knowledge gained during the training course and focus on providing participants with training in how to actually teach and disseminate these ideas at their home institutions.

The third phase of this project would see the home institutions being able to offer courses of the same or similar content to their own students and also the community they serve, including local Community-Service Organizations (CSO), local church groups and other interested parties. The courses offered would be in collaboration with Payap University, who would serve as mentors and also oversee quality assurance. It is also envisaged that the courses would be offered under a joint certification process between Payap and the seminary, with a joint certificate awarded, thus adding value.

After the completion of the three-phases, it is envisioned that the seminaries will be able to offer these trainings in a self-sufficient and sustainable way both internally to students and faculty members but also as a way to generate an income stream through the offering of training to local community groups and other interested parties. This model has been successfully demonstrated with the educational foundations Payap has been working with over the past several years in Myanmar. ([REDACTED] in Loikaw and [REDACTED] in Hpa-An).

II. Detailed Itemized Budget

The proposed budget should be submitted in U.S. dollars indicating the exchange rate used. Please provide justification and elaborate on how the cost of each item is computed. The budget should align with the project schedule stated in the narrative proposal.

For multiyear projects, please provide the detailed budget and requested amount of EACH year. Please refer to the budget template (A2) and submit the budget worksheet with other required documents for application. For details, please refer to "Institutional Grants Program: Application Guideline (IGP_AG)," point 3: "Budgeting."

The budget for this project is included as attachment A2.

III. Justification for the budget request

Explain why the major budget items are requested. Cost-share as a demonstration of institutional commitment and partnership is welcome.

1. Salaries/Wages/ Benefits

The PYU trainers have between them many years of professional experience in the fields they will be teaching and will need to develop material specifically for the context of the seminaries. As such, they should be remunerated for their work. In light of the fact that the remuneration is coming from a grant and in line with the Christian principles of the university, a below-market rate of \$■/hour has been used and a cost-share of ■% included to show institutional commitment and partnership.

2. Course Fees

The course fees charged to participants of the program go towards the costs of hosting the program at PYU. These costs include training room fees, utilities, administrative costs and other costs related to the program. A cost-share of ■% has been allocated by Payap to show institutional commitment and partnership.

3. Participants Travel Costs

As the training will take place at PYU, it is necessary to cover the travel expenses of participants from Myanmar. Participants from seminaries in Yangon will only have international travel reimbursed, while those from Kale will be reimbursed for domestic flights as well.

4. Follow-Up Visits to Seminaries Post-TOT

In order to maintain momentum within the project, it is critical that follow-up visits be schedule. Into to save costs, the seminaries in Yangon will be visited during one longer trip, while the seminary in Kale will be during a different trip. This is also due to the fact that the lecturers from PYU cannot be absent from university for more than a few days at a time.

IV. Institutional Endorsement

Complete the Institutional Endorsement Form (C) and submit it with other required documents for application.

The Institutional Endorsement is included as Appendix C.