HOSPITAL EMPLOYEE EDUCATION & TRAINING PROGRAM (HEET)

2020-21 PROGRAM GUIDELINES

Workforce Education Department
Washington State Board for Community and Technical Colleges
PO Box 42495
Olympia, WA 98504
SBCTC.edu
The Washington State Board for Community and Technical Colleges reserves the right to make changes to this document due to, but not limited to, federal, state, or local legislation or policy changes.

**Deadlines and Milestones**

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Dates (subject to change)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications available in OGMS</td>
<td>February 27, 2020</td>
</tr>
<tr>
<td>Applications due in OGMS</td>
<td>April 23, 2020</td>
</tr>
<tr>
<td>Applicants notified of approval status</td>
<td>Before July 1, 2020</td>
</tr>
<tr>
<td>Final approval given</td>
<td>Before July 1, 2020</td>
</tr>
<tr>
<td>Allocations begin</td>
<td>July 1, 2020</td>
</tr>
</tbody>
</table>

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Table of Contents

Deadlines and Milestones........................................................................................................................ 2
Program Contacts ..................................................................................................................................... 2
Table of Contents...................................................................................................................................... 3
Overview.................................................................................................................................................... 4
Application Guidelines.............................................................................................................................. 4
   Who May Apply ...................................................................................................................................... 4
   How Does the College Apply? ............................................................................................................... 5
Application Process ..................................................................................................................................... 5
Application Content ............................................................................................................................... 7
Disclaimer .............................................................................................................................................. 9
Funding...................................................................................................................................................... 9
   Allocation Amount and Allowable Costs............................................................................................... 9
   Allocation of Funds............................................................................................................................. 10
   Required Leveraged Resources ........................................................................................................ 10
Requirements......................................................................................................................................... 10
   Legacy Coding Requirements ........................................................................................................... 10
   PeopleSoft Coding Requirements ................................................................................................... 11
Evaluations .............................................................................................................................................. 11
   Open Licensing Requirement .......................................................................................................... 11
Appendix A: Evaluation Rubric .............................................................................................................. 12
   Part 1: Minimum Requirements to Qualify for Review..................................................................... 12
   Part 2: Proposal Evaluation .............................................................................................................. 12
   Part 3: Priority Elements ................................................................................................................... 13
   Part 2: Proposal Evaluation Criteria ............................................................................................... 14
Overview

The State Board for Community and Technical Colleges (SBCTC) is committed to helping industry thrive and expand in Washington State through the development of a skilled workforce. The Hospital Employee Education and Training Program (HEET) supports the alignment of training programs with current industry practice and employee recruitment needs.

This funding is to develop or expand innovative training programs in partnership with labor and employers that support incumbent healthcare workers to advance their careers in the healthcare field while meeting the rapidly changing workforce needs of our healthcare system. Projects must address one or more of the following:

- Enhanced accessibility and academic progression for hospital and outpatient healthcare workers through college healthcare pre-requisite courses and certificate/degree programs
- Address an industry shortage or other pressing workforce need in the healthcare industry
- Lead to increased capacity of the college system in nursing and other high demand healthcare fields
- Bring greater diversity to the health care workforce
- Build a stronger labor/management/education healthcare partnership in order to leverage public and private investment

Together, projects funded in this cycle must lead to the creation of 50 annualized state funded FTES.

This document contains information, criteria, and application materials needed to apply for the 2020-2021 HEET funds.

Application Guidelines

Who May Apply

The State Board for Community and Technical Colleges (SBCTC) invites Washington State community and technical colleges to apply for the Hospital Employee Education and Training (HEET) funding for projects in 2020-21. Colleges must develop proposals in collaboration with the required partners in order to receive funding. Refer to partner section for more details.

Required Partners

HEET proposals must clearly demonstrate the involvement of at least one healthcare employer and one labor management partner in the design and ongoing implementation of the project. A labor/management partner such as a training fund is strongly encouraged to act as a liaison and facilitator for project partners.

The foundation of HEET is the collaboration between a healthcare employer(s), a labor union(s) representing workers at a partnering employer(s), and a community or technical college(s). Proposals submitted without evidence of the deep involvement of employer and labor partners (i.e.: labor/management partnerships) will not be competitive for funding. Typically,
labor/management partnerships, coordinated through a training fund, identify specific projects based on employer and employee needs, and colleges work with the partnerships to design and deliver training in order to meet those needs.

**How Does the College Apply?**

Access the 2020-21 Hospital Employee Education Training (HEET) application through the Online Grant Management System (OGMS).

If you do not have an account, contact your organizations Security Contact for access; you will also need your Security Contact to give you permission for FY21.

Submit completed grant applications for funding to the SBCTC through OGMS no later than April 23, 2020 at 11:55 p.m. SBCTC staff is available for assistance until 4:00 p.m. on April 23, 2020.

**Colleges must submit proposals via OGMS no later than Thursday, April 23, 2020. Applications will not be accepted after the deadline.**

**Application Process**

**Application Categories**

The State Board for Community and Technical Colleges is soliciting proposals that fall into one of two categories:

1. **New project proposals:** New projects may contain, as appropriate, capacity building/program improvement activities (a planning phase) as well as implementation activities (defined as enrolling students in relevant programs/classes). Proposals that contain both planning and student enrollments during the fiscal year will also be considered.

   Proposals that contain only capacity building/planning activities for FY21 must complete the section of the application demonstrating how the planning work would lead to enrollments during the next fiscal year.

2. **Continuation proposals:** HEET projects that have received previous HEET funding. Continuation proposals must directly support student enrollments and will not be awarded to projects that propose only capacity building/planning activities. Continuation proposals must demonstrate an evolution of the project, and clear need for continued HEET funding support.

**Applications Basics**

When developing proposals colleges should strongly consider the intent of the funding and the total amount of available resource to best demonstrate the practicality of the proposal.

Proposals will be evaluated using the rubric published in Appendix A of these guidelines. Please carefully review these guidelines, OGMS, and Appendix A for required elements before submitting a proposal.

Colleges may submit only one application.

If applying as part of a multi-college consortium, the application must indicate which college will be
operating as the lead institution. Consortium applications need to clearly demonstrate how the activities of the individual colleges or pooling of resources support a common goal.

**Application Review Process**

An application review panel will be convened to assess each of the proposals that meet minimum criteria to be considered for funding. The review panel will make recommendations to the SBCTC based on the evaluation criteria in Appendix A. Recommendations will be forwarded to the SBCTC for final approval. Colleges will be notified via OGMS regarding proposal status prior to July 1, 2020.

**Application Components**

The following is a list of all the required documentation needed to have a completed application in OGMS:

1. Attachment 1: Cover page, including the names of all required partners with their signatures, must be uploaded as an attachment.

2. Completed narrative sections of OGMS.

3. Budget in OGMS, including narrative page and information on leveraged resources.

4. If applying as a consortium the OGMS budget must be the budget total for the entire project. This must be supported with an attachment that breaks out the budget by college.

5. Letter(s) of support from labor and/or industry partners (this does not take the place of the required partner signatures). Upload letters as attachments in OGMS.

Optional: Supporting visual illustrations saved as a PDF file and not to exceed 2 letter sized pages to support the evidence presented in OGMS (flow chart, conceptual diagram, Gantt chart, etc.). Upload optional visuals as attachments in OGMS.

**Program Guidance**

In preparing the application please consider the following:

- Review panel members come from a variety of professional backgrounds. Please do not assume that panel members are familiar with community & technical college programs, funding or acronyms. They also may not be familiar with healthcare industry jargon.

- Consider the amount of detail needed to provide a compelling reason for a panel to recommend funding this project. Ideal proposals provide the detail needed to understand what efforts the money will go to while not distracting panel members in non-related information.


- While there may be some questions that appear duplicative, the application is built in such a way to allow for information to build upon previous detail. Copy and pasting from earlier answers is not recommended.

- Use Appendix A: Evaluation Rubric as a checklist for your proposal narrative.
Application Content

Address the following items in OGMS narrative questions. In addition to addressing each item in OGMS, colleges may submit supporting visual illustrations saved as a PDF file and not to exceed 2 letter sized pages to support the evidence presented in OGMS (flow chart, conceptual diagram, Gantt chart, etc.). Any visuals submitted are considered supplemental; the information presented in OGMS narrative questions must be complete.

1.1-1.6: Project Description

Please provide a project overview that includes the goals and outcomes for the project.

Describe how the project addresses immediate needs for the healthcare industry does this project propose to address and how will it address a skill gap, workforce shortage or other pressing workforce need in the healthcare industry?

Include summarized, relevant labor market data that supports the need for the project and a reflection on how this project adds value to the work already being done in Washington State (environmental scan).

1.7-1.13: Partners, Roles & Responsibilities, Deliverables, and Consortia

List all project partners. Identify the roles and responsibilities of all project partners.

Identify who is responsible for ensuring accurate student coding and tracking project deliverables. Describe the process for validating coding and managing deliverables.

Identify who at the college is the lead point-of-contact and convener of industry and labor partners.

If a multi-college consortium, identify the project and fiscal lead. If your college is participating in more than one grant proposal, indicate which other applications you are involved with.

1.14: Timeline

Please outline the project timeline identifying major milestones/activities over the funding year (examples: When will a contract be executed, what date will project staff be hired, when will curriculum work be convened and completed). Timeline conveys an understanding of the complexities, dependencies and contingencies inherent in the proposed project.

2.1-2.4: Supporting Incumbent Worker-Students

Please describe the career advancements (career and education pathways) available to worker-students through participation in this training.

How the project will identify, recruit and retain incumbent healthcare workers into the proposed program.

How is the project designed to meet the unique needs of incumbent workers who are working and learning at the same time? Explain how students coming from a variety of entry points, such as varying prior educational experiences, current occupations, and/or cultural or socio-economic circumstances will be supported for success.

How does the project work to eliminate equity gaps for worker-students who may be historically
underrepresented in higher education and/or in health care occupations?

3.1-3.4: Systemic Impacts

Describe the project’s capacity for long-term, systemic impact. What will be sustainable once HEET grant funding concludes? Where will this work be embedded at the college? Will it result in an ongoing change in how partnerships happen?

How does this project fit into Guided Pathways work?

How will this work be shared with the Washington's community & technical colleges?

How does this project increase workforce diversity in specific health care occupations or workplaces and make progress at eliminating inequities in educational attainment, earnings, and/or career progression for historically underrepresented incumbent worker-students?

4. New Projects Proposing Capacity Building or Planning Activities:

New projects that propose capacity building/planning activities during the project year must complete the OGMS section 4 to provide future-year enrollment and activity projections. Projects that propose all or the majority of planning and capacity building in Year One must complete these next questions. Note: Continued funding is not guaranteed for capacity building/planning grants; it will be based on available funds and whether the project made adequate progress against the stated goals during Year One.

- Description of how capacity building/planning activities will lead to student enrollments.
- Description of the plan for ongoing partner collaboration during the second year of the project. Include a clear description of future year roles and responsibilities for all required partners. Include a description of how the effectiveness of the collaboration among partners will be assessed and adjusted over time.
- Estimate on how many students will be enrolled the following year in programming developed during the planning year. Clearly identify whether you anticipate being able to serve students in year 1 of the project.

5. Continuing Projects:

Proposals that seek to continue currently-funded projects must complete section 5 in OGMS regarding progress of the project to date. Information must include:

- Number of credits built into the program
- Number of students enrolled to date in the FY20 program year
- Number of annualized FTES to date in the FY20
- Number of students who have completed training
- Number of students anticipated to participate in FY21
- Number of annualized FTES anticipated in FY21
- Number of years the program has received funding
• Description of the progress and status of the project, including any barriers to success in the current year and why additional funding is being requested

• Explanation of why the project cannot be run without grant dollars (if applicable).

6. Budget and Budget Narrative, as detailed in OGMS.

7. Leveraged Resources and Letter(s) of Support:

Description and amount of the leveraged resources being brought to bear on the proposed project. Attached letter(s) of support from labor and/or industry partners (this does not take the place of the required partner signatures).

Disclaimer

SBCTC reserves the right to refrain from granting to any or all applicants. Additionally, SBCTC reserves the right to add additional grant requirements to applicants meeting minimum criteria to receive funds but that are deemed to be higher risk grantees. Additional requirements may include, but are not limited to, additional reporting requirements or additional monitoring to assess the applicant’s ability to adhere to grant requirements. Any additional requirements will be outlined for individual applicants prior to applicants accepting any resulting grant funding.

Funding

Allocation Amount and Allowable Costs

Funding available for 2020-2021 totals $1,997,232. The SBCTC will fund projects at a maximum of $250,000 per proposal. A project that includes more than one community or technical college and more than one employer partner (in addition to one labor-management partnership) may apply for funding in excess of $250,000.

Since the goal of the HEET program is to be self-sustaining, projects will not automatically be funded in subsequent years. While there is no guarantee for continued funding, colleges may re-apply and preference will be given to support successful projects requesting continuation funding.

The review panel reserves the right to scale proposals as needed. Funding is subject to the extent of available resources.

Allowable expenses include:

• Curriculum development or modification to meet the needs of incumbent healthcare workers (e.g., projects that support curriculum and program consistency across colleges, work-based learning models, modular programs, course/program schedule restructuring to accommodate working adults, pre-requisite course progression/completion, online programs, simulation, and programs to train for new jobs coming online due to healthcare reform)

• The list above is not considered an exhaustive exploration of all possible options. Proposals can be submitted for new and innovative projects not identified above. Each project will need to be considered in relation to the needs of the healthcare industry and labor union partners.
• Equipment needed to train incumbent workers
• Creation of a system to grant credit for prior learning
• Sustaining the labor, management, college partnership to help aid these efforts, including in-services for effective partner communication, role definitions and functions, effective collaboration and joint decision making
• Support for students (e.g. tutoring, childcare, transportation,). A maximum of 20 percent of this funding may be used for this purpose.
• Instructional costs and project-related faculty training costs
• Program recruitment and retention activities (e.g., orientation, enrollment services, case management)
• Symposium costs to share/learn best practices in teaching methodologies and curricula that support the needs of incumbent workers
• Project evaluation

NOTE: Student Tuition and Fees are not allowable expenses under HEET

Allocation of Funds
This is a competitive funding opportunity. Proposals that meet minimum submission requirements (Appendix A, Part 1.) will be evaluated against the criteria presented in Appendix A, Part 2. Should requests for funds exceed available funding, projects will be prioritized using the priority elements outlines in Appendix A, Part 3.

Funding for approved applications will be allocated to colleges. Funding becomes available July 1, 2020 and expires June 30, 2021. Funds do not extend beyond the end of the fiscal year (June 30, 2021). Work with your college’s business office to access these funds.

Required Leveraged Resources
All proposals must document the commitment of leveraged resources from industry. Examples of leveraged resources include the contribution of time, space, and/or employer tuition resources to meet project outcomes. In alignment with statewide HEET goals to leverage public/private investments, proposals with high leveraged resources from industry (employers) will be given priority for funding.

In submitting proposals please consider the proportion of leveraged funds in comparison to the overall funding request. Proposals with higher levels of leveraged resources have been viewed more favorably by review panels as a measure of partner investment.

Requirements
Legacy Coding Requirements
Identify HEET students through Unusual Action code “A+”. Enter the value for the student on the
Student Unusual Action screen (SM5003) including the YRQ of their enrollment in the program. Code students with the Unusual Action code each quarter they are enrolled in the HEET program. Only state funded FTES generated by students where coded with UA code “A+” during the year/quarter will be included in the targeted enrollment HEET report.

**PeopleSoft Coding Requirements**

Students are coded with a Student Group Code of “SHEE”. This code should be verified each quarter and not be retained on the student after departure from the program. Only state funded FTES generated by students where coded with Student Group Code of “SHEE” during the year/quarter will be included in the targeted enrollment HEET report.

**Evaluations**

A mid-year evaluation of the project is due to the SBCTC by January 25, 2021. The SBCTC will provide a template that identifies the minimum items to address in the evaluation.

A final evaluation of the project is due to the SBCTC by July 19, 2021. The SBCTC will provide a template that identifies the minimum items to address in the evaluation. Evaluations conducted by any external evaluator are to be included in the final project evaluation report submitted by a college and/or consortium to the SBCTC.

**Open Licensing Requirement**

The SBCTC requires that all digital software, educational resources, and knowledge produced as part of this competitive funding be placed under the Attribution license from Creative Commons. This license allows others to use, distribute, and create derivative works based upon the digital works, while still allowing authors to receive credit for their efforts.

Please read the license at [Creative Commons](https://creativecommons.org). If awarded funds, you must agree to allow the SBCTC to distribute the digital software, educational resources, and knowledge created through this funding under the terms of the Creative Commons Attribution License available at the website above. Creative Commons (CC) is a nonprofit corporation dedicated to making it easier for people to share and build upon the educational and scientific work of others, consistent with the rules of copyright.
Appendix A: Evaluation Rubric

Part 1: Minimum Requirements to Qualify for Review

To qualify to move forward to the review panel for consideration, proposals must meet the criteria in items 1-2.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Proposal contains all required elements, including required attachments, in OGMS.</td>
<td>☐ Meets Criteria ☐ Does Not Meet Criteria</td>
</tr>
<tr>
<td>2. Proposal addresses all narrative questions in OGMS.</td>
<td>☐ Meets Criteria ☐ Does Not Meet Criteria</td>
</tr>
</tbody>
</table>

Part 2: Proposal Evaluation

Criteria for Part 2 begin on page 3.

Part 2 is a detailed evaluation of each section of the proposal. Scale: 1-3 scale where 1 represents the LOWEST possible score and 3 represents the HIGHEST possible score for each section.

1. Does not meet the criteria and is unsuitable for consideration without significant revisions. Information is present, but incomplete or inadequate for evaluation purposes. **Not recommended for funding.**

2. Meets the criteria and is suitable for consideration. Proposal provides a good amount of detail and an appropriate plan for achieving goals. Some revisions or clarifications may be necessary. **Recommended for funding.**

3. Exceeds the criteria and well-qualified for consideration. Information is detailed and complete, and provides a thorough plan for achieving goals. **Highly recommended for funding.**
### Part 3: Priority Elements

Should requests for funds by recommended proposals exceed available funding, the following criteria will be used to prioritize projects.

<table>
<thead>
<tr>
<th>Leveraged Resources</th>
<th>Private Investment</th>
<th>Student Enrollments</th>
<th>Rural Areas</th>
<th>Continuation Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total value of cash and in-kind match divided by total request for funding</td>
<td>Leveraged resources include cash, capital outlays, or in-kind resources contributed by employers</td>
<td>Number of state-supported Full Time Equivalent Students (FTES) generated in FY21</td>
<td>Project is proposed by a college in a rural area, using the Perkins V definition of rural.¹</td>
<td>Project is a continuation of a previously-funded HEET grant and meets or exceeds evaluation criteria in Section 5 and 7</td>
</tr>
<tr>
<td>25-50% match = 1</td>
<td>Private investment = 2</td>
<td>6+ FTES = 2</td>
<td>Yes = 2</td>
<td>Yes = 2</td>
</tr>
<tr>
<td>51-75% match = 2</td>
<td>1-5 FTES = 1</td>
<td>No = 0</td>
<td>No = 0</td>
<td></td>
</tr>
<tr>
<td>76%+ match = 3</td>
<td>0 FTES = 0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Rural colleges are those located in counties with population densities of less than 100 persons per square mile, based on data from the Washington Office of Financial Management. Counties not included in this definition are Clark, Island, King, Kitsap, Pierce Snohomish, Spokane and Thurston. Three counties are prorated to reflect portions of the county where the population meets the rural definition: Clark, Olympic and Spokane. Proposals from colleges in these 3 counties will be counted as “rural” if the employer being served is in a rural area of the county in which the college is located. [https://www.wtb.wa.gov/wp-content/uploads/2020/01/Perkins-V-Plan-January-2020.pdf](https://www.wtb.wa.gov/wp-content/uploads/2020/01/Perkins-V-Plan-January-2020.pdf)
## Part 2: Proposal Evaluation Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Scale</th>
<th>Examples of how criteria can be demonstrated</th>
</tr>
</thead>
</table>
| 1.1-1.6. Project description | ☐ 1 ☐ 2 ☐ 3 | OGMS section 1, items 1.1-1.6.  
- Project description provides a clear overview of the project. Identifies goals and outcomes for the project.  
- Describes how the project addresses an immediate skill gap, workforce shortage, or other pressing workforce need that cannot be addressed through existing educational resources/capacities.  
- Includes relevant labor market information and reflects on how the project adds value to what’s already being done. |
| 1.7-1.12. Partners, Roles & Responsibilities, Managing Deliverables, and Consortia | ☐ 1 ☐ 2 ☐ 3 | OGMS section 1, items 1.7-1.12.  
- Project partners are identified and include the required partners (see page 5 of program guidelines).  
- Partner roles and responsibilities are clearly delineated, complete, and logical.  
- The position and agency/entity responsible for ensuring accurate coding and deliverable tracking is clearly identified.  
- The process for validating coding and managing deliverables is clear.  
- The college’s lead point-of-contact is identified.  
- If applicable, project and fiscal leadership of a consortia proposal are identified and logical.  
- The overall description of partners, roles & responsibilities, management and consortia leadership adequately reflect the complexity and requirements of the proposed project. |
| 1.13. Timeline | ☐ 1 ☐ 2 ☐ 3 | OGMS section 1, item 1.13.  
- Project timeline identifies: a) major milestones/activities over the funding year; b) when a contract be executed, date project staff will be hired, when will curriculum work be convened and completed; and c) conveys a capacity to coordinate the complexities, dependencies and contingencies inherent in the proposed project. |
| 2. Supporting Incumbent Worker-Students | ☐ 1 ☐ 2 ☐ 3 | OGMS section 2.  
- Describes career and education pathways available to students and explains how these pathways represent career advancements.  
- Describes a plan for identifying, recruiting and retaining workers into the program.  
- Demonstrates a plan for how students will be supported for success  
- Demonstrates designed elements geared to meeting the unique needs of incumbent worker students.  
- Describes practicable ways the project will contribute to eliminating equity gaps for historically underrepresented worker-students. |
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Scale</th>
<th>Examples of how criteria can be demonstrated</th>
</tr>
</thead>
</table>
| 3. Systemic Impacts | ☐ 1  ☐ 2  ☐ 3 | OGMS Section 3.  
- Describes the project’s capacity for long-term, systemic impact. Includes deliverables that can be sustained after funding concludes.  
- Includes linkages to Guided Pathways, and a plan for sharing learnings with other CTCs.  
- Makes practicable progress eliminating inequities in educational attainment, earnings, and/or career progression for underrepresented incumbent worker-students. |
- Demonstrates a realistic and comprehensive plan for how capacity building or planning activities will lead to student enrollments and sustainable partnerships,  
- Estimate of number of students to be enrolled in the following year. |
| 5. Continuing Projects | ☐ 1  ☐ 2  ☐ 3 | OGMS section 5.  
- Complete information is provided about current and future enrollments.  
- Project has made sufficient progress and is in a functional status, indicating a high potential for future success.  
- The case for future funding is well-evidenced, including in letters of support from current partners. |
- Presents a complete budget that is tied to the description and deliverables proposed. |
| 7. Leveraged Resources and Letter(s) of Support | ☐ 1  ☐ 2  ☐ 3 | OGMS section 5.  
- Description and amount of the leveraged resources being brought to bear on the proposed project are appropriately scaled to the project’s activities and outcomes.  
- Attached letter(s) of support from labor and/or industry partners indicate a high degree of engagement (this does not take the place of the required partner signatures). In the case of continuing projects, letters of support from current partners indicate a high degree of engagement and indicate a high potential for future success. |
| OVERALL | ☐ 1  ☐ 2  ☐ 3 | Overall, how is this proposal evaluated for funding:  
1. Does not meet the criteria and is unsuitable for consideration without significant revisions. Information is present, but incomplete or inadequate for evaluation purposes. Not recommended for funding.  
2. Meets the criteria and is suitable for consideration. Proposal provides a good amount of detail and an appropriate plan for achieving goals. Some minor revisions or clarifications may be necessary. Recommended for funding.  
3. Exceeds the criteria and well-qualified for consideration. Information is detailed and complete, and provides a thorough plan for achieving goals. Highly recommended for funding. |