

Section 1 and 3 - Analysis of Unit PIE & Updates on Goals

PIE - Grants Division Manager

2018-19

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1. Summary of Notable Achievements: (1) During FY 2018-19, the Grants Office monitored 32 active grant projects for a fiscal year funding level of \$12,260,652. These grants had a total funding level of \$29,832,825.

(2) During FY 2018-19, the Grants Office coordinated the development of 15 new full grant applications and eight letters of intent/preliminary applications for a first-year request of \$2,181,435 and a total funding request of \$3,808,178.

(3) During FY 2018-19, the Grants Office developed supporting documents for one partner grant application, for a first-year request of \$46,073 and a total funding request of \$147,420.

(4) During FY 2018-19, of the 15 new full grant applications developed, eight were awarded and five are still pending. The one new partner grant application is still pending.

(5) At the end of FY 2018-19, the Grants Office was in the process of developing seven additional grant applications for an estimated first-year request of \$1,830,000 and an estimated total funding request of \$8,310,000.

(6) The Grants Office worked on active grant projects and new grant applications with faculty, staff, and managers from across campus, including Arts, Business, School of Continuing Education, Humanities & Social Sciences, Instruction, Kinesiology & Athletics, Library & Learning Resources, Natural Sciences, Student Services, and Technology & Health.

(7) The Director participated in monthly meetings to ensure cooperation and collaboration among the departments involved in College advancement.

Closing the Loop - Analysis of Progress on College Goals: The Grants Office has an ongoing/multi-year goal to “maintain an annual return-on-investment of at least 15:1.” This goal is linked to College Goal G2.

The FY dollar amount of active grants in FY 2018-19 was \$12,260,652.

The FY operating budget for the Grants Office in FY 2018-19 was \$348,624.

The return-on-investment for the Grants Office (defined as FY grant funding level divided by FY Grants Office operating budget) in FY 2018-19 was 35:1.

The Grants Office has an ongoing/multi-year goal to “secure grants that support exemplary programs, develop new and innovative programs, and encourage internal and external collaborations.” This goal is linked to College Goals G1, G2, and G4.

The FY dollar amount of active grants steadily increased over several years until a significant spike last year. This spike was due in large part to Strong Workforce Initiative funding. The slight decrease from last year to this year is predominately due to a gap in full Title V grant funding, since there was no competition and thus no ability to receive continued Title V grant funding.

\$6,402,728 in FY 2014-15

\$5,966,188 in FY 2015-16

\$7,958,359 in FY 2016-17

\$13,473,565 in FY 2017-18

\$12,260,652 in FY 2018-19

The FY operating budget for the Grants Office over the past five years increased slightly from year to year due to COLA and longevity adjustments to salaries. During FY 2016-17, the budget increased by \$59,791 due to the creation of a new position - Coordinator of Grants - which was filled in late December, 2016. During FY 2017-18, the budget increased by another \$40,651 due to the modification of a position - Administrative Specialist IV - which was filled in May, 2017. The latter position's funding is split 50/50 with Strong Workforce Initiative funding, since the majority of this position's work is dedicated to Strong Workforce.

\$209,042 in FY 2014-15

\$219,206 in FY 2015-16

\$278,997 in FY 2016-17

\$319,648 in FY 2017-18

\$348,624 in FY 2018-19

The return-on-investment for the Grants Office (defined as FY grant funding level divided by FY Grants Office operating budget) remained stable over several years until a significant spike last year, followed by a slight drop this year. The FY ROI is well above the 15:1 goal.

31:1 in FY 2014-15

27:1 in FY 2015-16

29:1 in FY 2016-17

42:1 in FY 2017-18

35:1 in FY 2018-19

The Grants Office has an ongoing/multi-year goal to “inform the campus community about grant writing and the grant development and grant management processes.” This goal is linked to College Goals G2 and G4.

The unit delivered a presentation called "Introduction to Grant Writing" through POD on October 23, 2018. The evaluations were positive, and the Director plans to deliver this presentation annually. The unit delivered a presentation called "Grant Funding at Mt. SAC to Associated Students on February 19, 2019. In addition, the unit was scheduled to deliver presentations on grant management and budget development as part of a larger series on project management offered through POD during Fall 2018; however, the series was cancelled.

The unit met with 32 individuals/small groups to discuss new grant opportunities and the grant development process. Some of these initial meetings were followed up with multiple planning meetings to pursue specific grant opportunities.

The Grants Office has an ongoing/multi-year goal to “provide a high level of support to faculty, managers, and staff involved in the development and implementation of grant projects.” This goal is linked to College Goals G1, G2, and G4.

The unit met with every new project director to discuss budget set-up, reporting requirements, purchasing needs, hiring and payroll processes, and time and effort reporting (federal grants only). In addition, the Grants Office met in person, communicated by phone, and communicated by email with all existing/ongoing project directors regarding budget monitoring, administrative questions (e.g., purchasing, payroll, human resources), progress and final reports, and other issues that arose.

During FY 2018-19, the Director and Coordinator participated in the Council for Advancement & Support of Education (CASE) Conference for Community College Grant Professionals. The Coordinator also participated in CASE's Federal Funding Task Force, a group of community college grants professionals who interview federal program officers about changing trends in their agencies and upcoming grant opportunities. This group then reports out to their colleagues through presentations and the updating of a wiki regarding grant opportunities for each federal agency. During FY 2018-19, the Director participated the PEAK Grantmaking Conference, which brought together grant making agencies and provided networking opportunities with various national foundations. The Coordinator participated in the Council for Opportunity in Education (COE) TRiO Student Support Services Proposal Writing Workshop. The Director and Coordinator shared lessons learned with the staff upon their return.

Tracking Conditions and Trends: a. External Conditions Analysis: This year, more federal agencies announced grant competitions, after two preceding fiscal years when many grant programs had been on hold. Still, some agencies have continued to be slow in announcing funding priorities and/or opening grant competitions (e.g., Department of Labor, NASA). In addition, a government shutdown delayed the announcement of competitions and the announcement of grant awards, impacting our planning and implementation plans. For example, the Title V grant was announced months later than anticipated, pushing the competition deadline into next fiscal year and most likely delaying the start of the next grant period, if funded.

At the state level, we saw the Chancellor's Office increasingly moving in the direction of allocations to colleges, rather than just

competitive grant applications. The continued positive economy during FY 2018-19 has led to increased funding to community colleges in the form of categorical programs, but the process by which we receive those funds continues to evolve. As a result, pre-award (grant development) activities may decrease (though some competitive grant applications still require our attention), but post-award management of this increased funding likely will increase.

Increased awards and funding amounts over the few couple years have significantly impacted the post-award side (grants monitoring/management) of the Grants Office. The Strong Workforce Initiative, with its \$7.2 million in grant funding during FY 2018-19, has required a huge amount of fiscal monitoring beyond the Grants Office's standard former capacity; thus, the addition of an Administrative Specialist IV to focus on post-award activities has been vital. Still, additional support is needed to adequately service our portfolio of grants.

Moving forward, with the evolving climate of federal and state grants, it is imperative that this department also focus efforts on foundation grant opportunities. Historically, this department has only pursued private funding opportunities that were held in a competitive application process. This strategy was a result of prioritizing larger funding amounts (federal and state grants) over typically smaller awards (corporate and foundation grants). In addition, securing foundation grants often involves cultivation of these foundations, which requires additional time and resources. Foundation relations is a gap in the college's advancement activities, and the Grants department could work toward addressing this gap, with adequate staffing and resources.

Tracking Conditions and Trends: b. Internal Conditions Analysis: The growth of the Grants Office in the past couple of years has helped the unit to expand its capacity. The Coordinator, Grants, has been able to assist in the identification of potential funding opportunities, the planning of grant projects, and the development of grant applications. This position maintains the funding opportunity calendar and the department website. The Administrative Specialist IV primarily monitors fiscal aspects of active grant projects. This position was originally meant to be assigned to Strong Workforce Initiative (SWI) monitoring for half of the time (half of the salary paid by SWI), but the complexity and multiple allocations within SWI have led to this position spending nearly 100% time on SWI. This limits the unit's capacity for servicing our dozens of other grants.

Another internal condition that impacted the unit was the absence of a Title V project director during the no-cost extension period of the Title V grant. This meant that the Director had to take on this role, including budget management decisions and programmatic reporting. Additionally, he Director served in this capacity for the LA84 Foundation grant, since that project has not had a coordinator for the past year.

The unit continued to participate in monthly advancement meetings, which include managers from Grants, Foundation, Marketing & Communication, Public Affairs, and the President. These meetings enable the various departments responsible for advancement at the college to coordinate our efforts for the greater good of the College, ensuring that we have the same message, that our works complements each other, and that we are not duplicating efforts. This increased communication led to the Foundation and Grants working together on SoCalGas, Heller Charitable Foundation, and Parsons Foundation grants, and they also collaborated on exploring opportunities with Kaiser.

Tracking Conditions and Trends: c. Program Planning Dialogue: As an office of four full-time employees, we hold monthly staff meetings to discuss status of current projects and planning for the future. In addition, we regularly meet informally to discuss issues related to planning.

Tracking Conditions and Trends: d. Critical Decisions Analysis: The Grants Office did not make any critical decisions that impacted this planning cycle.

Tracking Conditions and Trends: e. Progress on Outcomes Analysis: The Grants Office has maintained a high level of service in the monitoring of active grant projects and the submission of new grant applications. The Grants Office has also maintained a high return on investment, exceeding targets.

Analysis of Curriculum Currency: This section is not applicable to the Grants Office.

Analysis of Division's Plans, Activities, and Resources: The Grants Office plans to continue to provide high-quality service to faculty, managers, and staff seeking grant funding, as well as those implementing funded grant projects, while expanding the variety of grant opportunities that the college pursues. The department will maintain an up-to-date webpage, regularly assess customer satisfaction, and expand efforts to cultivate relationships with regional and national foundations.

There has been an ongoing need for additional printing and maintenance of the Grants Office's photocopier/printer since the staff has doubled in size and the number of projects being monitored has increased significantly. The current budget is \$700, and the unit has exceeded that amount each year. Ongoing increase to this account have been requested for the past two fiscal years, and the unit has been approved for one-time increases. The need is ongoing.

In 2017, the unit's request to convert professional expert salaries into a 0.475 permanent part-time Administrative Specialist IV position was approved. At the same time, the college's Strong Workforce Initiative (SWI) began. A decision was made to combine the half-time position approved by CTEAC with the half-time position in the Grants Office. This structure is not working

well for either department. This position devotes almost 100% of her time to SWI, leaving little time to assist with other unit projects. In addition, the SWI Director currently has no administrative support of her own, unlike all other large initiatives on campus. The unit wants to fully fund this position, releasing SWI funding to support administrative assistance for the SWI Director and freeing up the Grants Administrative Specialist IV to work on other office projects, a need that persists in the unit. This ongoing request includes \$38,735 in salaries and \$16,408 in benefits.