

1. Assessment Plan - Four Column



PIE - Instruction: Grants Office Unit

Narrative Reporting Year

2017-18

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Program Planning Dialog: With the growth of the Grants Office to now include four members, we have been holding formal staff meetings monthly to discuss status of current projects and planning for the future.

External Conditions, Trends, or Impacts: The change in presidential administrations at the federal level has led to many grant programs being put on hold indefinitely or eliminated altogether. For example, we were due to apply for Title V grant funding in the spring of 2018 (based on a five-year application cycle). However, the U.S. Department of Education did not hold a Title V competition this year. This will lead to a gap in funding for one of our largest and most impactful institutional grants. As another example, we were working with Cal State San Bernardino on a grant application to NASA in the summer of 2017; however, the agency cancelled the competition just days before applications were due. While many agencies did not entirely eliminate longstanding grant programs, their deadlines were pushed months out or cycles were skipped altogether (as with Title V). Finally, some agencies, such as the U.S. Department of Labor, eliminated grant competitions for which community colleges would typically apply, while they established new priorities, a process with no specific timeline.

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 2017-18 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, but post-award management of this increased funding will increase.

Increased awards and funding amounts over the past couple of years has significantly impacted the post-award side (grants monitoring/management) of the Grants Office. The Strong Workforce Initiative and its \$5.5 million in grant funding during FY 2017-18 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.

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.

Internal Conditions, Trends, or Impacts : During FY 2016-17, external conditions of increased grant opportunities and significantly more work at the post-award level led to changes in staffing for the Grants Office. This year, however, was the first year that both positions were staffed for the entire fiscal year. The new 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, the department website, and is finalizing our standard operating procedures document. These are projects that had been put on hold due to inadequate staffing. The new Administrative Specialist IV primarily monitors fiscal aspects of active grant projects. This position was originally meant to be assigned to

Strong Workforce Initiative monitoring for half of the time, but the complexity and multiple allocations within Strong Workforce have led to this position spending well over half of the time on Strong Workforce.

During FY 2017-18, the President began calling monthly advancement meetings, which include managers from Grants, Foundation, Marketing & Communication, and Public Affairs. 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 a SoCalGas initiative application. The grant request was not funded, but we plan to pursue the opportunity in the future.

Critical Decisions Made by Unit: No critical decisions were made that impacted the planning cycle.

Notable Achievements for Theme C: Secure Human, Technological, & Financial Resources: (1) During FY 2017-18, the Grants Office monitored 34 active grant projects for a fiscal year funding level of \$13,473,565. These grants had a total funding level of \$27,145,422.

(2) During FY 2017-18, the Grants Office coordinated the development of 13 new full grant applications and five letters of intent/preliminary applications for a first-year request of \$2,114,637 and a total funding request of \$5,248,891.

(3) During FY 2017-18, the Grants Office developed supporting documents for one partner grant application, for a first-year request of \$47,857 and a total funding request of \$152,532.

(4) During FY 2017-18, of the 13 new full grant applications developed, eight were awarded and one is still pending. The one new partner grant application is still pending.

(5) At the end of FY 2017-18, the Grants Office was in the process of developing three additional grant applications for an estimated first-year request of \$330,000 and an estimated total funding request of \$730,000.

Notable Achievements for Theme D: To Foster an Atmosphere of Cooperation and Collaboration: (1) The Grants Office worked on active grant projects and new grant applications with faculty, staff, and managers from across campus, including Arts, Business, Continuing Education, Humanities & Social Sciences, Instruction, Kinesiology & Athletics, Natural Sciences, President's Office, Student Services, and Technology & Health.

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

Contributors to the Report: Adrienne Price

<i>Unit Goals</i>	<i>Resources Needed</i>	<i>Where We Make an Impact: Closing the Loop on Goals and Plans</i>
Funding - Secure grants that support existing exemplary programs, develop new and innovative programs, and encourage internal and external collaboration. Status: Active Goal Year(s): 2015-16, 2016-17, 2017-18, 2018-19 Date Goal Entered (Optional): 07/01/2015	Partial Funding Requested - Supplies and maintenance agreement The staff has doubled, but the supply budget and maintenance agreement budget (photocopier/printing) has remained the same. We have received one-time allocations for these areas for the past two years, but these needs are ongoing. We need to increase each of these	Reporting Year: 2017-18 % Completed: 100 The FY dollar amount of active grants steadily increased during the previous four years until a significant spike this year. This spike is due in large part to Strong Workforce Initiative funding. \$4,199,085 in FY 2013-14 \$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

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	<p>budget categories by \$400.</p> <p>Describe Plans & Activities</p> <p>Supported: Maintain an annual return-on-investment of at least 15:1.</p> <p>Lead: Adrienne Price</p> <p>On-Going Funding Requested (if applicable): 800</p> <p>Type of Request: Non-Instructional Equipment, Non-Instructional Supplies</p> <p>Planning Unit Priority: High</p> <p>What would success look like and how would you measure it?: Success will be met if the FY return-on-investment is at least 15:1. This will be measured by dividing the FY grant funding level by the FY departmental operating budget.</p> <p>Documentation Attached?: No</p> <p>Related Documents:</p> <p>Grants Office Projects - 2016-17.xlsx</p> <p>Grants Office Projects - 2017-18.xlsx</p>	<p>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.</p> <p>\$205,288 in FY 2013-14</p> <p>\$209,042 in FY 2014-15</p> <p>\$219,206 in FY 2015-16</p> <p>\$278,997 in FY 2016-17</p> <p>\$319,648 in FY 2017-18</p> <p>The return-on-investment for the Grants Office (defined as FY grant funding level divided by FY Grants Office operating budget) remained stable during the previous four years until a significant spike this year. The FY ROI is well above the 15:1 goal:</p> <p>20:1 in FY 2013-14</p> <p>31:1 in FY 2014-15</p> <p>27:1 in FY 2015-16</p> <p>29:1 in FY 2016-17</p> <p>42:1 in FY 2017-18 (07/12/2018)</p> <p>Related Documents:</p> <p>Grants Office Projects - 2017-18.xlsx</p>	
		<p>Reporting Year: 2016-17</p> <p>% Completed: 100</p> <p>The FY dollar amount of active grants over the past five years has remained stable and increased during the past year.</p> <p>\$6,157,631 in FY 2012-13</p> <p>\$4,199,085 in FY 2013-14</p> <p>\$6,402,728 in FY 2014-15</p> <p>\$5,966,188 in FY 2015-16</p>	<p>: These results show that the Grants Office is a cost-effective unit when compared to other similar fundraising units at colleges/universities throughout the nation.</p> <p>Even with the addition of a staff member for half of the fiscal year,</p>

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	<p>Full Funding Requested - Travel/conference</p> <p>In order to expand the department's efforts in cultivating foundations for potential future funding opportunities and partnerships, the Director needs to travel to several strategic conferences, which may be regional and/or national.</p> <p>Describe Plans & Activities Supported: In response to the external conditions changing in the federal grants arena, it is imperative that the Grants department expand</p>	<p>\$7,958,359 in FY 2016-17</p> <p>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 the past fiscal year, the budget increased by \$59,791 due to the creation of a new position - Coordinator of Grants - which was filled in late December, 2016.</p> <p>\$201,847 in FY 2012-13 \$205,288 in FY 2013-14 \$209,042 in FY 2014-15 \$219,206 in FY 2015-16 \$278,997 in FY 2016-17</p> <p>The return-on-investment for the Grants Office (defined as FY grant funding level divided by FY Grants Office operating budget) over the past five years has remained stable and well above the 15:1 goal:</p> <p>31:1 in FY 2012-13 20:1 in FY 2013-14 31:1 in FY 2014-15 27:1 in FY 2015-16 29:1 in FY 2016-17 (07/31/2017)</p> <p>Related Documents: Grants Office Projects - 2016-17.xlsx</p> <p>Reporting Year: 2017-18 % Completed: 25</p> <p>The dollar amount of active grants in FY 2017-18 was \$13,473,565.</p> <p>The FY operating budget for the Grants Office in FY 2017-18 was \$319,648.</p> <p>The return-on-investment for the Grants Office (defined as FY grant funding level divided by FY Grants Office operating budget) in FY 2017-18 was 42:1.</p> <p>Expansion to partnership development with major foundations is a new activity just getting started. Resources are needed to fully achieve this goal and continue to deliver</p>	<p>the Grants Office maintained a ROI almost double the goal.</p> <p>Moving into FY 2017-18, the Grants Office will be staffed with four full-time positions (one management, three classified). The ROI may decrease initially but should increase again over time as the office submits more grant applications and secures more grant awards for the college. Thus, the minimum 15:1 ROI is a realistic objective for future years. (07/31/2017)</p>

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	<p>its grant seeking efforts to regional, state, and national foundations. Expanding the department's role will enable the college to cultivate relationships with foundations and be on the forefront of initiatives that could positively impact our existing programs and the development of new and innovative programs. However, cultivating relationships requires time and travel costs. In this first year of expansion, funds are requested to enable the Director to travel to key conferences throughout the year to network with important foundations and potential partners. As these activities expand, additional staff time may be needed, but that request will be submitted at a later date.</p> <p>These travel/conference activities are separate from the department's ongoing professional development.</p> <p>Lead: Adrienne Price</p> <p>One-Time Funding Requested (if applicable): 10000</p> <p>Type of Request: Professional Development</p> <p>Planning Unit Priority: High</p> <p>What would success look like and how would you measure it?: At a minimum, the department's Director will participate in at least three professional/networking conferences that connect the College to major funders. Upon completion of a professional development activity, the Director will prepare a summary of lessons learned and report out</p>	<p>a high return-on-investment as federal grants remain volatile. (07/12/2018)</p> <p>Related Documents:</p> <p>Grants Office Projects - 2017-18.xlsx</p>

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	during a regular advancement meetings.		
<p>Communication - Inform the campus community about grant writing and the grant development/management process.</p> <p>Status: Active</p> <p>Goal Year(s): 2015-16, 2016-17, 2017-18, 2018-19</p> <p>Date Goal Entered (Optional): 07/01/2015</p>	<p>No Funding Requested - Staff time</p> <p>There is additional cost to this resource, just ensuring that adequate time among current staff is devoted to development and delivery of these activities.</p> <p>Describe Plans & Activities Supported: Deliver professional development activities on grant development/management to faculty, managers, and staff.</p> <p>Lead: Adrienne Price, Steve Gomez</p> <p>Type of Request: Staffing, Professional Development</p> <p>Planning Unit Priority: Medium</p> <p>What would success look like and how would you measure it?: The Grants Office will deliver at least two presentations annually to the campus community on grant development/management. Working with POD, the department will collect evaluations of these presentations to gauge the satisfaction level among participants and identify areas in need of improvement.</p>	<p>Reporting Year: 2017-18</p> <p>% Completed: 100</p> <p>The Grants Office delivered three sessions on grant/project management and budget development as part of a larger series on project management offered through POD during Fall 2017 and Spring 2018. (07/12/2018)</p> <hr/> <p>Reporting Year: 2016-17</p> <p>% Completed: 50</p> <p>The Grants Office planned to deliver two grant writing sessions offered through POD; however, these sessions were cancelled and not rescheduled. With the growth and increased stability of POD, the Grants Office plans to schedule regular sessions at least twice per year with room for growth based on demand and participant evaluations. (07/31/2017)</p>	<p>: The Grants Office plans to work closely with the new Director of POD to schedule regular (at least once/semester) grant writing sessions. (07/31/2017)</p>
	<p>No Funding Requested - Staff time</p> <p>There is additional cost to this resource, just ensuring that adequate time among current staff is devoted to delivery of these activities.</p> <p>Describe Plans & Activities Supported: Meet with faculty, managers, and staff one-on-one</p>	<p>Reporting Year: 2017-18</p> <p>% Completed: 100</p> <p>The Grants Office met with 21 different 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. (07/13/2018)</p> <hr/> <p>Reporting Year: 2016-17</p> <p>% Completed: 100</p>	<p>: This activity was met and resulted in the pursuit of more</p>

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	<p>and/or through department/division meetings to inform them about grant development/implementation. Lead: Adrienne Price, Steve Gomez, Pat Romero Type of Request: Staffing Planning Unit Priority: Medium What would success look like and how would you measure it?: The Grants Office will conduct at least 12 meetings annually with individuals and/or small groups to discuss grant development/implementation. The department will document these meetings through calendar entries and detailed notes. No Funding Requested - Staff time</p> <p>There is additional cost to this resource, just ensuring that adequate time among current staff is devoted to this activity. Describe Plans & Activities Supported: Maintain a departmental webpage that lists upcoming grant opportunities, spotlights active grant projects, and connects the campus community to resources related to grant development/management. Lead: Steve Gomez Type of Request: Staffing, Marketing Planning Unit Priority: Medium What would success look like and how would you measure it?: The Grants Office webpage will be live and accessible to the community at large, including ongoing updates highlighting grant opportunities and active grant projects.</p>	<p>The Grants Office met with 16 different individuals/small groups to discuss grant opportunities and the grant development process. Some of these initial meetings were followed up with multiple planning meetings to pursue specific grant opportunities. (07/31/2017)</p> <p>Reporting Year: 2017-18 % Completed: 75</p> <p>This Coordinator of Grants is responsible for this activity, with input gathered from the rest of the staff during monthly departmental meetings. The webpage is live with basic information and resources. In our latest staff meeting, we walked through ideas to improve the flow and design, and the Coordinator is integrating these suggestions into the webpage. (07/13/2018)</p>	<p>than a dozen grant opportunities. The Grants Office will continue to pursue this objective in future years. (07/31/2017)</p>
		<p>Reporting Year: 2016-17 % Completed: 50</p> <p>This activity was given as a responsibility of the Coordinator of Grants. Since this position was in flux during the fiscal year, progress was not made. The initial person hired to serve as the new coordinator was released during the probationary period. The new coordinator did not start until the very end of the fiscal year. It has been an early assignment, and the website is anticipated to be live and content up-to-date by September of 2017. (07/31/2017)</p>	<p>: This activity is almost met, with the new Coordinator of Grants having updated most of the content for the page. It is anticipated that the webpage will go live in September 2017. After meeting that initial objective, the Coordinator will maintain the webpage to ensure that it is always up-to-date. The Grants Office will be able to monitor the traffic to the webpage and will add a question to the annual survey to gauge the level of use</p>

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			and satisfaction with the webpage. (07/31/2017)
<p>Customer Service - Provide a high level of support to faculty, managers, and staff involved in grant projects.</p> <p>Status: Active</p> <p>Goal Year(s): 2015-16, 2016-17, 2017-18, 2018-19</p> <p>Date Goal Entered (Optional): 07/01/2015</p>	<p>Partial Funding Requested - Travel & conference</p> <p>The department's travel budget is only \$2,000. While staff are encouraged to apply for Professional & Organizational Development funds, these resources are capped and not always available. The area of grants is constantly changing, with new competitions coming out of the federal and state government. Being able to participate in an annual conference in Washington, DC, to meet with federal program officers and learn about changing trends, is important to achieving success in our grant pursuits. An ongoing increase to the travel budget of \$3,000 will enable the Director and the Coordinator to participate in this annual conference.</p> <p>Describe Plans & Activities</p> <p>Supported: Participate in professional development that ensures staff are up-to-date on the latest trends in funding opportunities, grant development, and grant management.</p> <p>Lead: Adrienne Price</p> <p>On-Going Funding Requested (if applicable): 3000</p> <p>Type of Request: Professional Development</p> <p>Planning Unit Priority: Medium</p> <p>What would success look like and how would you measure it?: At a</p>	<p>Reporting Year: 2017-18</p> <p>% Completed: 75</p> <p>During FY 2017-18, the Director participated in a national conference for community college grants professionals. The Coordinator was wait-listed for the same conference. However, both are registered and will attend the same annual conference in Fall 2018. The Coordinator will also participate in the 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. During FY 2017-18, the Grants Specialist participated in a national grants management conference. The Director and Grants Specialist shared lessons learned with the staff upon their return. This is an ongoing activity. (07/13/2018)</p> <hr/> <p>Reporting Year: 2016-17</p> <p>% Completed: 0</p> <p>This activity has not yet been met, as the current Coordinator of Grants just was just board-approved in June, and the new Administrative Specialist IV was just board-approved in May. This will be an ongoing activity. (07/31/2017)</p>	<p>: This activity has not yet been met, as the new positions were hired late in the fiscal year. However, new staff will be encouraged to participate in professional development during FY 2017-18. In the absence of a budget line item for travel (and a request of \$5,000 for this purpose), the staff will submit travel/conference requests to POD. (07/31/2017)</p>

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	<p>minimum, the department's Director and Coordinator will participate in at least one professional development activity each year, enabling them to be better equipped to perform their jobs. Upon completion of a professional development activity, each staff member will prepare a summary of lessons learned and report out during a regular departmental staff meeting.</p> <p>No Funding Requested - Staff time</p> <p>There is additional cost to this resource, just ensuring that adequate time among current staff is devoted to delivery of these activities.</p> <p>Describe Plans & Activities Supported: Provide grants management training to grant project directors and personnel.</p> <p>Lead: Adrienne Price</p> <p>Type of Request: Staffing</p> <p>Planning Unit Priority: High</p> <p>What would success look like and how would you measure it?: The Grants Office will meet with every new grant project director at least once annually and will communicate regularly with project directors regarding reporting deadlines, budget management, grant closeout, etc. The department will document meetings through calendar entries and detailed notes. The department will document communications via email.</p>	<p>Reporting Year: 2017-18</p> <p>% Completed: 100</p> <p>The Grants Office 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. This is an ongoing activity. (07/13/2018)</p>	
		<p>Reporting Year: 2016-17</p> <p>% Completed: 100</p> <p>The Grants Office 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. This is an ongoing activity. (07/31/2017)</p>	<p>: Project directors have the support of the Grants Office to ensure the successful and compliant implementation of grant projects. (07/31/2017)</p>