



manager **PIE**
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2014-15
2015-16
2016-17
2017-18

Planning for Institutional Effectiveness

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NOTE: This PIE Form is optimized to be used in Acrobat 10 or later.



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Planning for Institutional Effectiveness

Introduction:

I. Institutional Mission

The mission of Mt. San Antonio College is to support students in achieving their full educational potential in an environment of academic excellence.

Your area's program review will be recorded on this form summarizing the current year and documenting planning for the next 3-year cycle.

TracDat is the college's database for recording outcomes. Please update your outcomes work regularly. <http://tracdat.mtsac.edu/tracdat>

II. Division and Division Units: *Select your Area or Division*

DIVISION	Grants	Units:
Dean	Adrienne Price	Units:
E-mail / Extension	aprice@mtsac.edu/909-274-5417	Units:

III. Division Mission

Enter your Division Mission Statement here.

IV. College Themes and Goals

College themes and goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council and approved by the Board of Trustees, they guide institutional planning and assessment processes.

Theme A: To Advance Academic Excellence and Student Achievement

College Goal #1	The college will prepare students for success through the development and support of exemplary programs and services.
College Goal #2	The college will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.
College Goal #3	The college will utilize student learning outcome and placement assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.

Theme B: To Support Student Access and Success

College Goal #4	The college will increase access for students by strengthening recruitment opportunities for full participation in college programs and services.
College Goal #5	Students entering credit programs of study will be ready for college level academic achievement.
College Goal #6	The college will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.

Theme C: To Secure Human, Technological, and Financial Resources to Enhance Learning and Student Achievement

College Goal #7	The college will secure funding that supports exemplary programs and services.
College Goal #8	The college will utilize technology to improve operational efficiency and effectiveness and maintain state-of-the-art technology in instructional and support programs.
College Goal #9	The college will provide opportunities for increased diversity and equity for all across campus.
College Goal #10	The college will encourage and support participation in professional development to strengthen programs and services.
College Goal #11	The college will provide facilities and infrastructure that support exemplary programs and the health and safety of the campus community.
College Goal #12	The college will utilize existing resources and improve operational processes to maximize efficiency of existing resources and to maintain necessary services and programs.

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

College Goal #13	The college will improve the quality of its partnerships with business and industry, the community, and other educational institutions.
College Goal #14	The college will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

Section One: Where We Are—An Analysis and Summary of the Current Year

I. Planning Context: Division Goals for: Grants

a. Identify the overarching goals (informed by Unit goals) that guided your Division's work for the 2014-15 year (from your 2013-14 PIE form) in the following table and connect those goals to the College Themes. Add rows (+) as needed. Delete rows (X). (limit 10 goals)

Roll-Over to see "overarching goal" example

Division Goal Name	Division Goal	College Theme
Funding Level	Increase the FY funding level for grant projects by at least 5%, as compared to a baseline average of the previous three fiscal years.	C: Secure Resources
Return on Investment	Maintain an annual return-on-investment of at least 15:1.	C: Secure Resources

II. Notable Achievements for: Grants

Enter a brief summary of your Division's successes for the 2014-15 year in the field below followed by a listing, by theme, of the Notable Achievements. This provides opportunity to highlight your Division's proudest moments for this year. Text boxes will expand as needed. Add rows (+), delete rows (-).

Roll-Over to see Achievement example

a. Narrative Summary

During FY 2014-15, the Grants Office monitored more active grant projects and submitted more grant applications than in the past few years. The funding success rate was very high, at 93% (with two applications still pending).

Add Notable Achievement Theme	Funding
During FY 2014-15, the Grants Office monitored 24 active grant projects for a fiscal year funding level of \$6,402,728 and a total funding level of \$19,222,080.	
During FY 2014-15, the Grants Office coordinated the development of 18 new applications for a first-year request of \$10,602,697 and a total funding request of \$23,892,409.	
During FY 2014-15, of the 18 new applications developed, one (1) was a preliminary application invited to submit a full application, 14 were funded, and two (2) are pending.	
During FY 2014-15, the Grants Office coordinated the development/submission of supporting documents for two (2) partner grant applications and one (1) non-grant application.	
At the end of FY 2014-15, the Grants Office was in the process of developing two (2) additional grant applications for a first-year request of \$247,525 and a total funding request of \$247,525.	
Add Notable Achievement Theme	Other - Professional Development
During FY 2014-15, the Director of Grants participated in professional development conferences and webinars, including, but not limited to: Council for Resource Development, U.S. Department of Labor, California Community Colleges Chancellor's Office, U.S. Department of Education, California Office of Statewide Health Planning and Development, National Science Foundation, and U.S. Department of Agriculture.	
During FY 2014-15, the Director of Grants presented a session titled "Tips and Tricks for Successful Grant Writing" at the Mt. SAC's Professional Development Day.	

III. Tracking Conditions, Retention & Success, Critical Decisions and Outcomes Assessment for: Grants

Enter a brief summary for each section based on the 2014-15 year followed by information provided in your Units' PIE forms. Add rows (+), delete rows (-).

a. External Conditions Summary

An improving economy has positively impacted the number of grant opportunities available for community colleges, and the Grants Office has actively and successfully pursued these new funding initiatives, even without additional staffing. Such opportunities will likely be available for many years to come; filling a new position primarily responsible for grant writing will position the college to secure even more grant funding.

Economy / Budget	<i>Roll-over to see example</i>	Data Source
<p>Increased funding at the state and local levels - The improving economy has made grant funding available in many state and federal agencies. During the past few years, many of Mt. SAC's grant awards were reduced or eliminated altogether, and funding agencies did not initiate new grant competitions. During FY 2014-15, however, many new federal and state grant opportunities became available, which led to an increase in the number of grant proposals written and funded. Brand new, statewide initiatives have led to various grant funding opportunities. Mt. SAC developed successful applications for two of these statewide grants - Technical Assistance Provider for Contract Education and Course Identification Program.</p>		<p>Grants Office Annual Report</p>

b. Internal Conditions Summary

Enter Analysis and Summary here

Economy / Budget	<i>Roll-over to see example</i>	Data Source
<p>Budget reductions - Cuts to the Grants Office budget since FY 2010-11 have been dramatic, with a 42.8% reduction in the department's budget (not including permanent salaries). During FY 2014-15, the department especially struggled in the staffing area. The office sought emergency one-time funding and new resource allocation to increase the professional expert (hourly support) budget category. The one-time funding request was approved, and the department was able to continue servicing existing grants. As the economy continues to improve, more grant opportunities will be available, leading to increased funding and more grant projects to monitor. Ongoing staffing support is needed to maintain a high level of service.</p>		<p>Status Quo Budgets and Adopted Budgets since FY 2010-11</p>
<p>Staffing</p>	<i>Roll-over to see example</i>	Data Source

<p>Time spent on projects other than grant writing - From time to time, the Director of Grants is asked to assist on the development of applications, white papers, or other projects that are not tied to any potential funding. Just one example during FY 2014-15 was the Baccalaureate Degree Pilot Program, which required a detailed application with no funding attached. In addition, since the Grants Office also focused on post-award activities, the Director of Grants is directly involved in grant reporting and audit/site visits, which decreases the amount of time available for writing new grant proposals. Also, the more grant projects that are funded, the less time there is available to write.</p>	<p><i>Add Data Source</i></p>	
<p>Inadequate staffing - While the demand for services has increased, Grants Office staff has not. In fact, the department's budget (permanent salaries excluded) has been cut 42.8% in the past several years. Further compounding this is the proportion of staff time spent on post-award activities. This prevents the Grants Office from writing more proposals. During FY 2010-11 and again in FY 2014-15, the Instruction Team (deans, associate deans, and directors) discussed and prioritized positions needed by each area. A grant writer was ranked #1 out of all proposed positions. This list has continued to be discussed when the topic arises, both at the team level and by the Budget Committee.</p>	<p><i>Add Data Source</i></p>	
<p>Other - Demand for Services</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>Increased demand from faculty and managers - With district and categorical budget cuts to departments and programs, increased numbers of faculty and managers have requested Grants Office services to pursue funding that can fill those voids. However, resource needs do not always translate into fundable grant projects, nor do they always align with the college goals or planning efforts. With limited staffing in the Grants Office and a focus on both grant development and post-award activities, projects must be prioritized based on alignment with college priorities as well as funding agency priorities. Thus, the Grants Office is unable to pursue some grant projects.</p>	<p><i>Add Data Source</i></p>	

c. Retention and/or Success *Enter Analysis and Summary here*

<p>Retention & Success Theme</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>Not applicable to Grants Office operations.</p>		<p><i>Add Data Source</i></p>

d. Critical Decisions *Enter Analysis and Summary here*

<p>Critical Decision Theme</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>The Grants Office made no critical decisions in FY 2014-15.</p>		<p><i>Add Data Source</i></p>

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.

Economy / Budget	Link to Outcomes report Roll-over to see example	Data Source
<p>The number of active grant awards received over the past five years has fluctuated:</p> <ul style="list-style-type: none"> • 26 active projects in FY 2010-11 • 29 active projects in FY 2011-12 • 31 active projects in FY 2012-13 • 22 active projects in FY 2013-14 • 24 active projects in FY 2014-15 <p>The number of new proposals/letters of intent submitted over the past five years decreased until an uptick in FY 2014-15:</p> <ul style="list-style-type: none"> • 16 new applications in FY 2010-11 • 15 new applications in FY 2011-12 • 12 new applications in FY 2012-13 • 12 new applications in FY 2013-14 • 18 new applications in FY 2014-15 <p>As evidenced by the above data, the number of proposal submissions has decreased over the past few years but is on an upswing. This is also impacted by fewer small (<\$25,000) and a focus on larger grants. However, with increasing involvement in the management of grants (reporting, audit, site visits, partner contracts, etc.), especially more complex federal and statewide grants, the Grants Office is unable to continue to significantly increase the number of new application submissions with the current staffing level.</p>		<p>Grants Office Annual Reports: number of active grant projects and number of new proposals submitted</p>
Economy / Budget	Link to Outcomes report Roll-over to see example	Data Source

The FY dollar amount of active grants over the past five years has remained relatively stable, with a decrease during FY 2013-14:

- \$6,426,386 in FY 2010-11
- \$6,462,622 in FY 2011-12
- \$6,157,631 in FY 2012-13
- \$4,199,085 in FY 2013-14
- \$6,402,728 in FY 2014-15

The FY operating budget for the Grants Office over the past five years has decreased significantly. Not accounting for permanent salaries, the budget has experienced a 42.8% loss in the past four years (\$20,497 in FY 2009-10 to \$11,734 in FY 2014-15).

- \$206,882 in FY 2010-11
- \$201,119 in FY 2011-12
- \$201,847 in FY 2012-13
- \$205,288 in FY 2013-14
- \$209,042 in FY 2014-15

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, with a dip in FY 2013-14. The ending (and elimination) of two major grants and several smaller grants, as well as the unforeseen transfer of a multi-million-dollar grant contributed to that drop:

- 31:1 in FY 2010-11
- 32:1 in FY 2011-12
- 31:1 in FY 2012-13
- 20:1 in FY 2013-14
- 31:1 in FY 2014-15

Grants Office Annual Reports:
dollar amount of active grant
projects and dollar request of
new proposals submitted

Adopted Budgets since FY
2010-11

IV. Closing the Loop; Alignment and Progress on College Goals: Grants

This section serves as a "reporting" function to describe how your area closes the loop and connects planning to budget allocation: How did the prioritized college resources connect to your area's outcomes over the past year? What progress has your area made with the resources provided? Please include progress on plans that did not require new resources if applicable.

Roll-Over to see a "Closing the Loop" example

a. Narrative Summary

Provide a brief Analysis and Summary of your area's progress toward goals for this year

Closing the Loop Theme	Funding
<p>The Grants Office received one-time funding in the amount of \$10,000 to support ongoing grant staffing needs. This was several years in a row of using one-time funds (whether through the college process or individual grants) to ensure adequate staffing. The Grants Office has increased the number of active projects monitored (24) and increased the number of new grant applications submitted (18) since FY 2013-14. The Grants Office met its goal: "Increase the FY funding level for grant projects by at least 5%, as compared to a baseline average of the previous three fiscal years." The FY funding level increased by 14%, from a three-year average of \$5,606,446 to \$6,402,728.</p>	
Closing the Loop Theme	Funding
<p>The Grants Office met its goal: "Maintain an annual return-on-investment of at least 15:1." The Grants Office's return on investment was 31:1 during FY 2014-15, with no new resource allocations. The funding success rate of new applications submitted was 93% for FY 2014-15, with two applications still pending at the close of the fiscal year.</p>	

b. Strategic Objectives Assigned to : **Grants**

Your Vice President has assigned the following Strategic Objectives for your area from the Mt. San Antonio College [2014-15 Strategic Plan](#) and identified in the Process Map of Integrated Planning (see Roll-Over below). Not all areas will have a Strategic Objective assigned to them.

Click on the links below to address the components of the Strategic Objectives assigned.

[Link to Strategic Objective 7.1](#)

[Link to Strategic Objective 7.2](#)

Section Two: Where We Are Going—Planning for the Next Three Years

I. Planning: Division Goals and Strategic Objectives for: Grants

a. The following table contains your goals as noted in Section One-I for 2014-15. Review your area's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. Add rows (+) as needed. Delete rows (X).

Division Goal Name	Division Goal	College Theme
Funding Level	Increase the FY funding level for grant projects by at least 5%, as compared to a baseline average of the previous three fiscal years.	C: Secure Resources
Return on Investment	Maintain an annual return-on-investment of at least 15:1.	C: Secure Resources

The following Strategic Objectives are assigned to this area as identified in the Mt. San Antonio College [2014-15 Strategic Plan](#). They inform the planning process for action over the next two years (NOTE*Not all areas will have a Strategic Objective assigned to them.)

b.

# Strategic Objective	Strategic Objective
7.1	Effectively utilize existing college resources to secure external funding by alignment with the college's strategic plan and potential for impact on the college
7.2	Develop and submit high-quality proposals for a variety of grant opportunities from local, state, federal, and private funding agencies.

II. Planning for the Next Three Years for: Grants

a. Narrative Summary

Provide a brief summary of your area's planning for the next three years

New Plan or Activity

Select Activity Theme

Increase grant application submissions (if additional staffing resources are allocated) - The pursuit of new grants that are aligned with the college's strategic priorities could help the college to grow in new and exciting ways and could also engage faculty who have not previously been involved in such projects.

Secure additional staff - A new grant writer would give the department the potential to double the number of grant application submissions occurring each year.

Offer grant writing workshops - Offering grant writing workshops may encourage faculty to develop applications on their own, with the Grants Office's assistance. This would enable the college to pursue additional grant opportunities, since the Director of Grants is operating at maximum capacity currently.

III. Budget Prioritization for: Grants

Budget prioritization for the 2015-16 cycle is intended to inform the Instruction Team's prioritization process each July.

1. Download the Budget Prioritization form to your computer using the button below.
2. Use "Save As" to rename the document "2015-16_PIErequests_your division name or acronym"
3. Save to your computer
4. When information on the spreadsheet is complete, click on the "Attach Documents" button below, navigate to the file on your computer, and save. The document will remain attached to your Manager PIE form.

Section Three: Recommendations for Improving the Planning Process

I. What suggestions do you have for improving the planning process for your area?

Summarize suggestions your area has for improving the planning process

II. What additional information should the College provide to assist your area's planning?

Summarize the requests for additional information your area requested to assist in planning

Thank you for completing the Manager PIE form summarizing 2014-15, and summarizing your area's planning for the 2015-16, 2016-17, and 2017-18 three-year cycle.

Please save this form and forward to your Vice President by 08/01/ 2015.

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instruction, at dsciore@mtsac.edu or Meghan Chen, Dean, Library & Learning Resources, at mchen@mtsac.edu.

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