DATE: September 1, 2016

TO: California Community Colleges/Districts
California Community Colleges Professional Organizations/Associations

FROM: Theresa Tena, Vice Chancellor
Institutional Effectiveness Division

SUBJECT: Applications for Leadership Development Funding

The 2015-16 state budget provided funds for system-wide leadership development to community college personnel. In April of 2016, IEPI convened California Community Colleges representatives and professional leadership development providers from across the state to identify system wide leadership development needs. One outcome was the need for coordinated leadership development that brings faculty, classified and administration leadership together. As a result, IEPI is pleased to announce the availability of funding for coordinated leadership development. Funding is available for California community colleges/districts to provide leadership development to their individual leadership teams and for California Community Colleges professional organizations and associations that currently offer leadership development to build upon, enhance and/or create new programs that cross silos.

Attached are applications for funding, as well as the scoring rubric. Interested applicants should review all materials and submit applications by September 30, 2016. We are excited to see the types of applications we will receive!

Please contact Jeff Spano at (916) 327-7252 if you have any questions.

THANK YOU!

**Coordinated Leadership Development Funding
For California Community Colleges/Districts**

**California Community Colleges Chancellor's Office
Institutional Effectiveness Division**

Background and Need:
Since its launch in 2014, the Institutional Effectiveness Partnership Initiative (IEPI) has supported colleges and districts to improve their fiscal and operational effectiveness and promote student success by providing technical assistance and professional development activities. The 2015-16 state budget provided funds to continue this work, as well as to provide system leadership development to community college personnel to better coordinate planning, implementation and outcomes of statewide initiatives.

In April of 2016, IEPI convened California Community Colleges representatives and professional leadership development providers from across the state to identify system wide leadership development needs.   One outcome was the need for coordinated leadership development that brings faculty, classified and administration leadership together.

Colleges/Districts are invited to apply for funds that will effectively develop customized approaches to identification, exploration, education and action on leadership issues that will enhance coordinated team development and increase capacity for shared action. Approaches could include enhancement of locally developed and delivered programs to simultaneously include participants in faculty, classified and administration leadership roles.   Alternatively, approaches could include a series of focused dialogues, education sessions or retreats. Examples could include:

- Existing program for district non-academic middle managers is expanded and redesigned to include academic middle managers. In this way, directors/managers would be trained alongside their dean counterparts.
- An established provider or other external consultant conducts an assessment of existing issues facing a district or college leadership team. This results in design of a series of half- or full-day meetings that build capacity (train) around a selected practical theory of leadership. Skills explored may include dialogue, communication and conflict resolution. Strategic discussions ensure open conversation on important previously divisive topics. The team emerges having had real time conversations, made important strategic decisions and developed a shared leadership approach/philosophy.

Funding For:	Coordinated Leadership Development
Funding Source:	FY 2015-16 state budget (IEPI Specialized Training)
Funds Available:	Awards of up to $50,000 per college and/or district
Application Due Date:	September 30, 2016
Award Notification Date:	November 1, 2016
Expenditure Deadline:	Funds must be fully expended by December 31, 2017

*Number of awards granted will be dependent on the number of applications received and amount of funding requested.

Eligible Applicants:
California community colleges and/or districts.

Expected Outcomes:
The overall goal of this funding is to help colleges and districts develop strong leadership teams to effectively address current and future challenges. This requires instructional and non-instructional leaders, including classified leaders, to work well together to ensure student success and institutional effectiveness. To this end, IEPI will fund leadership development that directly and/or indirectly results in:

1. Coordinated training of college and or district leaders across silos on leadership theories, models and/or competencies.
2. Development of shared language for continued leadership level discussions at the college and/or district.
3. Increased professional awareness of team member differences in terms of style, approach and/or strengths through assessments, focused dialogue or other leadership development tools.
4. Increased trust and awareness of mutual and conflicting needs inherent in senior level roles.
5. Increased capacity to identify organizational strengths and areas needing improvement for strategic conversation and planning.
6. Real time assessment and commitment to shared actions steps for continued joint leadership development at the college and/or district level.
7. The use of curriculum content that is research based and tailored to the most pressing needs of California Community Colleges personnel.

To achieve these outcomes, colleges and/or districts may establish a new leadership development program, expand an existing program or utilize an outside consultant or vendor.

Allowable Use of Funds:

Funds may be used for content development and delivery, including staff time, consultants or vendors, supplies and materials, training venues and reasonable in-state travel expenses.

Reporting Requirements:

Applicant agrees to submit quarterly progress and expenditure reports beginning the end of the first full quarter after funds are awarded. Quarterly reports will be due within twenty days of the end of each quarter. The end dates of each quarter are as follows: March 31, June 30, September 30 and December 31. Applicant must use the Quarterly Report template provided upon award notification.

Applicant agrees to complete and submit a final report to the Institutional Effectiveness Division of the Chancellor's Office, documenting the impact and results of the Leadership Development provided by the award funding, and the final accounting within twenty (20) days of the expenditure deadline, December 31, 2017. Applicant must use the template provided upon award notification.

Required Evaluation:

Funded recipients will be required to facilitate attendee participation in IEPI's evaluation of three points in time:

- At program completion;
- 90 days after program completion; and
- Six months after program completion.

Criteria for Proposal Review and Selection:

An evaluation of the submitted proposal will be considered against a scoring matrix. See scoring matrix attachment for additional information.

Application: Coordinated Leadership Development Program Funding

**California Community Colleges Chancellor's Office
Institutional Effectiveness Division**

- Submit this application (1 original & 2 copies) by September 30, 2016 to:

    California Community Colleges Chancellor's Office
    1102 Q Street, Suite 4400
    Sacramento, CA 95811
    Attn: Institutional Effectiveness

- College or District: _____

- Amount Requested: $_____

- Identify the *Leadership Development Coordinator/Contact* for your college/district:

Name:	
Position:	
Telephone #:	
Email Address:	

- Identify the *Chief Business Officer* for your college/district:

Name:	
Title:	
Telephone #:	
Email Address:	

Your written narrative should not exceed four pages, excluding any attachments. Please provide short responses to the following questions:

1. Will the college or district be developing a new leadership development program, or expanding/modifying an existing program? Please explain.

2. Provide a list of leadership development offered for 2015/16 and proposed offerings for 2016/17.

3. What approach will the college or district take to achieve the expected outcomes of coordinated leadership development? If the college or district plans on using an outside consultant or vendor, what selection criteria will it use?

4. What is the anticipated timeframe for implementing the selected approach?

5. Provide a listing of the proposed participants by title and level.

6. Provide the rationale for the amount of funding requested. Please include the percent of funds devoted to content development, content delivery, or other expenses.

College/District Name: _____

Reviewer #: _____

	1	2	3	4	Comments
#1) **How well does this plan provide overall soundness of approach in terms of achieving its proposed goals?**					

	1	2	3	4	Comments
#2) **How well does the funding requested in this plan match the overall approach and scope?**					

1 – **Highly Unlikely** to Impact Coordinated Leadership Development; **2** – **Somewhat Unlikely** to Impact Coordinated Leadership Development; **3** – **Somewhat Likely** to Impact Coordinated Leadership Development; **4** – **Highly Likely** to Impact Coordinated Leadership Development

	1	2	3	4	Comments
#3) **Is the timeframe realistic for what this plan describes and intends to accomplish?**					

	1	2	3	4	Comments
#4) **How well does the plan demonstrate/explain how the college/district intends to directly or indirectly achieve the seven expected outcomes for use of the funding?**					

1 – **Highly Unlikely** to Impact Coordinated Leadership Development; **2** – **Somewhat Unlikely** to Impact Coordinated Leadership Development; **3** – **Somewhat Likely** to Impact Coordinated Leadership Development; **4** – **Highly Likely** to Impact Coordinated Leadership Development

	1	2	3	4	Comments
#5) **How well does this plan clearly address all questions asked in the application?**					

	1	2	3	4	Comments
#6) **Is the application complete?**					

1 – **Highly Unlikely** to Impact Coordinated Leadership Development; 2 – **Somewhat Unlikely** to Impact Coordinated Leadership Development; 3 – **Somewhat Likely** to Impact Coordinated Leadership Development; 4 – **Highly Likely** to Impact Coordinated Leadership Development

General Observations and/or Summary of Reviewer:

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1 – **Highly Unlikely** to Impact Coordinated Leadership Development; 2 – **Somewhat Unlikely** to Impact Coordinated Leadership Development; 3 – **Somewhat Likely** to Impact Coordinated Leadership Development; 4 – **Highly Likely** to Impact Coordinated Leadership Development