



## **Rancho Santiago Community College District District Services Administrative Unit Review**

Resource Development

2013-2015

### **I. Department Mission Statement: (Please provide a mission statement for your unit.)**

Resource Development is dedicated to assisting the colleges, continuing education, and the district to obtain additional resources that will help them achieve their goals and objectives, and to provide support services to ensure effective grant management.

### **II. Functions and services: (Please provide the basic functions and services for your unit.)**

**Research Grant Opportunities:** Search for grant opportunities that address the colleges', continuing education's, and district programs' resource needs, goals and objectives. Thoroughly review grant opportunities to provide detailed summaries and consultation to assist the College Councils and POE in evaluating opportunities and deciding which ones to pursue.

**Grant Development and Submission:** Assist with all aspects of grant proposal development: summarize the opportunity and provide consultation regarding its requirements and potential benefits; coordinate the grant team; schedule and direct grant development; write, edit and proofread grant proposals; coordinate compilation of all parts of the grant application; create and submit final application.

**Grant Management:** Conduct grant start-up meetings for new awards and/or new directors to provide an overview of the grant project, terms and conditions, and requirements; provide compliance and planning consultation; provide budget and program planning to assist project directors in allocating funds and planning activities in accordance with grant timelines, objectives and conditions; assist project directors and staff with managing grant funds by providing cost estimates, calculations, and guidance on transfer of expenditures, budget changes, staff costs and assignments; provide guidance and feedback on preparing for and completing program reports; complete and respond to directions regarding all grant forms and documents – e.g., face sheets, contracts, budget modifications, request for items, etc.; assist with preparation for site visits and audits; complete reports required for the Transparency Act.

**Training:** Provide training on grant terms and conditions to new directors or for new projects. Offer grant workshops for faculty during flex week.

### **III. Customers and recipients of services: (Who are the customers/recipients of your services?)**

Resource Development's customers are the faculty, administrators, project directors and project staff at the colleges, continuing education centers, and the district office.

**IV. Staffing: (Please summarize the status of your staffing since the last planning cycle and concerns.)**

Resource Development has a Director of Grants, two Resource Development Coordinators, and an Accountant.

**V. Budgets: (Please summarize the status of your department budget and concerns)**

For 2013/2014, Resource Development's budget was \$266,096, supporting the costs of the Director, portions of the costs for the Resource Development Coordinators, staff development, and printing.

This year we are short on funds for printing services, which in part reflects the department's support of two printing services – one in the office, and the main printer in the Educational Services Division. As we now primarily use the printer in the Resource Development Office, our use of the main printer in the Division Office has been reduced. We will request a reduction in the percentage of support we provide to the Division printer.

As staff costs increase—retroactive COLA, etc.—our staff development, printing and supply budgets are reduced. This has a significant impact as the Director needs to attend grant development workshops in order to be prepared to write competitive grant proposals. This need has been met by supporting workshop costs through grant projects, but there are cases where such funds cannot be used or are insufficient to cover costs. For example, there is a workshop for the Student Support Services (SSS) grant in August, there are no existing grants that could support attendance, and it is not clear if there will be sufficient funds in the department to cover the cost of attendance. Both colleges intend to apply for the SSS grant, and it is highly competitive, requiring a perfect score to secure the award.

**VI. Department Assessment:** *(Please provide internal assessment of your department (by all unit staff) and external assessment (from data provided by the District Services Satisfaction Survey, as well as other sources that your department would like to use). What recommendations would you like to bring to the District's attention?)*

**Internal Assessment:**

See Attachment #1

**External Assessment:**

In the District Satisfaction Survey, though most respondents rated the Resource Development Department's services as Excellent or Good, there is a clear indication of need related to the ability of staff to respond to the level of need for services.

Survey responses reveal an issue with the level of service provided: "Need a person to work with SAC and CEC," "I contacted the office for help; received some information, but never any follow-up," "They need more staff to become more proactive in getting outside funding for our projects."

With limited staffing, our focus is on sustaining services at the level of quality to be effective, successful, and compliant. There is no room to grow the level of service.

**Recommendations:**

The recommendation is to hire a Senior Resource Development Coordinator to provide additional grant development and writing services. Estimated annual cost is \$110,697.02

## Attachment 1

### **VI. Department Assessment:**

#### **Internal Assessment**

Limited staffing restricts the level of service we can provide. Optimally, we would be able to research grant opportunities to support our institutions' goals, provide grant development services to create the application, and produce quality proposals that are successful in securing grant awards.

With only one grant writer development efforts are more sporadic, and first-come first-serve. There are cases where grants have not been pursued because the grant writer was already engaged: e.g., working on SAC's and SCC's TRIO Upward Bound proposals, so unable to work on proposal for SAC to be involved in a multi-state TAACCT proposal. Because the stakes are so high—only perfect or near perfect scores get funded—there is no way to increase the level of service without jeopardizing the quality of the proposals, which would undermine success.

Aside from pursuing more grants, there is a concern that there are only two staff members providing grant management assistance services. There are close to 200 grant budgets divided evenly between these two staff members. Additional grants increase the workloads of these staff members, which, again, creates an issue of increased service levels potentially leading to reduced breadth and depth of service.

The Accountant is paid by grant projects, and his services are restricted to work on those projects. This limits the extent to which he can be assigned additional duties to free-up the Resource Development Coordinators to provide more services to more projects.

The Director's engagement in grant development limits the time available to provide training for staff and for the colleges, continuing education and the district. Staff development is sufficient to sustain operations, but it is not performed at a level to obtain specific objectives. The Director has had to rescind offers to teach grant workshops during flex week, because of grant deadlines. Grant opportunities often emerge with little to no advance notice, impacting prior commitments.

**VII. Work Plan:** (As a result of the assessment process, what initiatives does your department want to address in 2013-2015? Please identify which RSCCD goal(s) and strategic plan objective(s) it addresses. What resources do you need to achieve these goals, and how will you know you have achieved it?)

<b>Service Initiative</b> Goals your department would like to address (include RSCCD goal(s) # and strategic plan objective(s) # being addressed)	<b>Unit Outcome</b> (The client) will (intended outcome) as a result of (function or action)	<b>Criteria for Success</b> How will you know you've achieved your goal?	<b>Resource Needs</b> What resources (personnel, technology, fiscal) do you need to achieve your goal?	<b>Results</b> After two years, how well did you achieve your goal(s)?
<p>Goal 1: RSCCD will assess the educational needs of the communities served by RSCCD and will adjust instructional programs, offerings, and support services and will allocate resources as needed to optimize the alignment of students' needs with services and fiscal resources.</p> <p>Objective 1: Continue to determine the needs of the community</p> <p>Objective 2: Develop sustainable, alternative revenue streams to student educational needs</p>	<p>The colleges, continuing education and district programs will be able to pursue grant opportunities that support their missions, goals, and objectives through the grant development services provided by Resource Development.</p>	<p>Success will be measured by the ability to respond to all grant development requests, the number of proposals submitted, and the number of grants awarded.</p>	<p>Grant writer, desktop computer, and access to scholarly journals, e.g., Lexus/Nexus or similar service.</p>	

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<p>Goal 2: RSCCD will assess the educational needs of the communities served by RSCCD and then pursue partnerships with educational institutions, public agencies, nonprofit organizations, and business/industry/labor to collaboratively meet those needs.</p> <p>Objective 1: Strengthen outreach and recruitment; develop new and sustain current relationships with key partners and stakeholders</p> <p>Objective 2: Support regional development by becoming the primary local source of skilled employees for high demand occupations</p>	<p>RSCCD will strengthen its outreach, recruitment, partnership development, workforce development and CTE development efforts through additional funding secured through grant awards.</p>	<p>Grant awards that features these specific areas for development, and measurable outcome data provided in annual reports.</p>	<p>Grant writer, desktop computer, and access to scholarly journals, and staff development funds to access economic development trend data.</p>	

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<p>Goal 3: RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.</p> <p>Objective 1: Maintain and enhance RSCCD's technological infrastructure</p> <p>Objective 2: Support faculty development in the areas of innovative pedagogies and curriculum design</p> <p>Objective 3: Examine course success rates by population served and promote strategies that foster student equity</p>	<p>RSCCD will enhance its technological infrastructure, support faculty development in the areas of innovative pedagogies and curriculum design, and promote strategies that foster student equity through additional funds secured through grant awards.</p>	<p>Grant awards that support these specific areas for development, inclusion of student achievement data to inform project design and to establish baselines for improvement, grant awards, and outcome data provided in annual reports.</p>	<p>Grant writer, desktop computer, access to up-to-date information on best practices/innovations/effective pedagogical practices and curriculum design, research data on student demographics, enrollment and achievement.</p>	

**Rancho Santiago Community College District**  
**EDUCATIONAL SERVICES**  
**RESOURCE DEVELOPMENT**

