

# FOOTHILL-DE ANZA (FHDA) COMMUNITY COLLEGE DISTRICT

## PROPOSAL: Office of Grants and Resource Development

April 19, 2010

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### A. OVERVIEW AND OBJECTIVES

The objective for creating the District Office of Grants and Resource Development is to advance the strategies, goals, and priorities of the District and its Colleges by positioning the institution to be competitively primed to acquire external funding awards in the range of \$500,000 and higher from federal and state funding agencies, congressional earmarks, private corporations, and foundations. To accomplish this, the Vice President of Workforce Development & Instruction will lead the District's efforts in facilitating development, maintenance, and growth of the district grants and resource development agenda. The Vice President will be responsible for engaging with representatives from the regional congressional delegation to establish gateways for the Chancellor and College Presidents for initiation of federal earmark proposals, and will represent the District in high-level relationship development with regional, high growth industry sector businesses, and firms invested in new and emerging technologies. Under the supervision of the Vice President, the Grants and Resource Development staff will support these efforts initiated by the Vice President, and will also be accountable for coordinating grants and resource acquisition efforts between internal District and College stakeholders, and where essential, coordinating grant planning and development activities with external partners.

The primary areas of focus include:

#### 1. GRANTS PLANNING AND DEVELOPMENT

- **Priority Initiatives.** Supervision of grant writing consultant teams dedicated to assisting stakeholders in grant concept and proposal development for priority initiatives established by the District and Colleges. The initial, short-term priority initiatives include: Science, Technology, Engineering and Math (STEM); Career Technical Education (CTE) and Workforce Development; Student Success; Civic Engagement; Basic Skills; Open Education Resources; and Facilities and Technology. Long term and ongoing priority initiatives will evolve and be established based on the District's and the Colleges' internal and specific prioritizations developed from master planning and program plan and review efforts.
- **Funding Opportunities.** Identification of state, federal, corporate, and foundation funding opportunities, including unsolicited funding (congressional earmarks) prospects at the federal level, that aligns with the strategic priorities and initiatives of the District and Colleges. Ongoing federal funding opportunities include National Science Foundation grants; US Departments of Commerce, Education, Energy, Health and Human Services, Housing and Urban Development, and Labor; the Corporation for National and Community Service; and National Aeronautics and Space Administration. Immediate state funding opportunities include Economic and Workforce Development grants from the Chancellor's Office and the CA Workforce Investment Board, and various green technology grants from the California Energy Commission. A multitude of foundation grants are also available on an ongoing basis that requires engagement with these foundations, as well as constant monitoring to identify funding announcements and initiatives.
- **Maximization of Resources.** Identification of existing grant, program and in-kind resources for leverage as in-kind match where required by the granting agency or foundation. This inventory of resources associated with model programs, best practices and capital assets of the District and Colleges will increase the competitiveness of grant project proposals.

- **Information Resources Development.** Integration of internal needs assessment data with external trends analyses by grant writing consultant teams to produce standard grant application information resources, templates, and case statements that prepares the District and Colleges to be proactively responsive to funding opportunities as they arise.
- **Grants Planning, Development and Administration.** Coordination of College resources to effectively facilitate grants planning, development, and application activities, and collaboration with the District Office in public grants administration and the District Foundation in corporate and private foundation grants oversight.

Specific collaborative efforts with the Foundation will include, where applicable, grant submittal via the Foundation as the fiscal agent for grants deeming a non-profit, 501(c)(3) organization as an eligible applicant, and the District as a subcontractor to the Foundation as the entity accountable for grant project administration and implementation.

Coordination with the District Businesses Services Division will include existing grants processes and procedures, including grant submittal, and grant post-award activities such as budget monitoring and accounting, and report submittals to the granting agency.

## **2. EXTERNAL AFFAIRS**

- **Government Relations.** Cultivation of relationships with state and federal agencies to advocate for the District and Colleges as a leading higher education partner in the priority initiatives areas to maximize funding opportunities via competitive and unsolicited grants.
- **Engagement Strategies – Regional Congressional Delegation.** Development of district-wide engagement strategy with the regional congressional delegation to initiate dialogue and cultivate relationships with senators and representatives, with the objective to develop District and College funding priorities that correlates with the legislative priorities of these officials. Resulting funding priorities will subsequently lead to development of competitive Earmark Proposal Concepts with “national impact” outcomes potential.
- **Corporate and Private Foundation Relations.** Development, management, and maintenance of relationships between the District and Colleges and private foundations to initiate and support project- and initiative-driven fundraising activities.
- **Strategic Partnerships.** Initiation of strategic partnerships between the District and the private, regional government, and non-profit sectors to seek funding opportunities that correspond to the District’s mission and resource development goals.

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## **B. GRANTS DEVELOPMENT AND ADMINISTRATION**

### **1. GRANT RESEARCH, DEVELOPMENT AND PARTNERSHIPS**

#### **a. Responsible: Office of Grants and Resource Development**

**Roles:** Engaging with college and district stakeholders associated with the institution’s priority initiatives to promote the availability of funding opportunities, develop grant project concepts, facilitate grant project planning between district/college stakeholders and external partners, complete grant proposal applications, and coordinate with the District Grants and Contracts Office for budget development and planning, and proposal submittal.

### **2. GRANT CONTRACTS AND BUDGET ADMINISTRATION**

#### **a. Responsible: FHDA Business Services/Grants and Contracts Office**

**Roles:** For public sector grants and federal earmarks, coordinates with college/district grant

project stakeholders to develop grant budgets and prepare applications for submittal in the grant development phase. Upon grant award, lead negotiations on behalf of the district in grant contract development, establishment of grant budget accounts, and collaborate with grant project directors in developing grant timelines for project reporting and monitoring.

**b. Responsible: FHDA Foundation**

**Roles:** For non-profit foundation grants, coordinates with college/district grant project stakeholders to develop grant budgets and prepare applications for submittal in the grant development phase. Upon grant award, lead negotiations on behalf of the college/district project stakeholders in grant contract development, establishment of grant budget accounts, and collaborate with grant project directors in developing grant timelines for project reporting and monitoring.

**3. INSTITUTIONAL RESEARCH AND GRANTS EVALUATION**

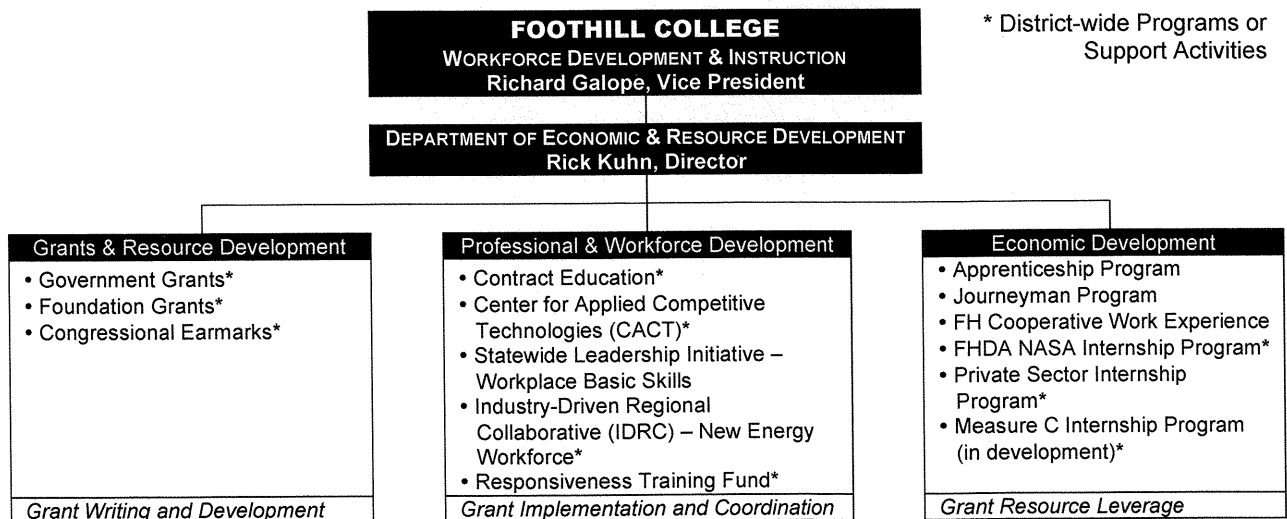
**a. Responsible: FHDA Office of Institutional Research** in collaboration with Foothill and De Anza Colleges' Offices of Institutional Research

**Roles:** Institutional Research (IR) will be consulted with to provide technical support for both pre- and post-grant research activities. To the extent possible, IR will be incorporated into grant project teams as an early collaborator in grant proposal development to provide statistical data and information for strengthening the competitiveness of proposals, as well as assess the impact of awarded grant information needs and associated costs in tandem with District Business Services. For post-award support, IR will provide information and statistical data necessary for grant reporting to district grant program staff, and when applicable, to third-party grant evaluators. Where appropriate, and in the absence of a required third-party evaluator, IR will be utilized as the grant evaluator.

**4. GRANT PROJECT PLANNING, IMPLEMENTATION AND ADMINISTRATION**

**a. Responsible: Department of Economic and Resource Development**

**Description:** Concurrent with the development of the District Office of Grants and Resource Development, a reorganization of district-wide workforce development and Foothill College-specific economic development programs is planned. This reorganization will consist of the merger of Professional and Workforce Development, FHDA NASA/Ames Internship Program, Foothill Apprenticeship Program, and Foothill Cooperative Work Experience, and will produce a new department – Economic and Resource Development, which will be administered by the current director of Professional and Workforce Development.

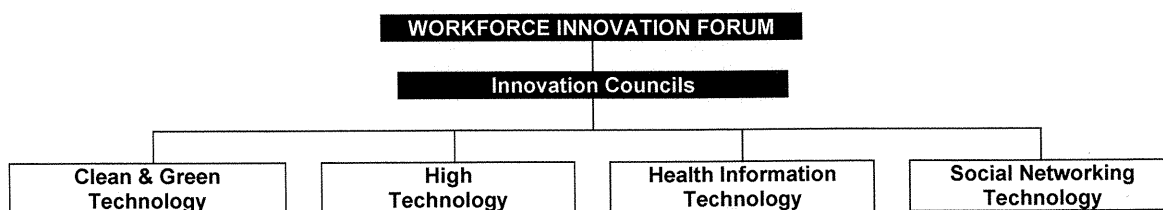


**Roles:** The creation of the Department of Economic and Resource Development will promote the leverage of categorical, grant-funded resources that will foster opportunities to reorganize position duties among the administrative support staff who will have support roles for the Office of Grants and Resource Development. Furthermore, the current staff and administrator of Professional and Workforce Development possess expertise in grant project development, implementation, and administration. Where essential, and under the guidance of the Director, Program Coordinators hired to lead grants awarded to the colleges will be accountable for providing project leadership, implementation, and support to faculty, staff and administrators associated with the grant projects, and will coordinate with the district Grants and Contracts Office or the district Foundation for budget monitoring and reporting requirements.

## **5. WORKFORCE DEVELOPMENT-SPECIFIC CONCEPT DEVELOPMENT**

- a. **Responsible:** **Workforce Innovation Forum** (hosted by The Krause Center for Innovation / Status: In development phase)

**Description:** The vision of the Workforce Innovation Forum is to foster and accelerate the transfer of new and emerging technologies cultivated by Silicon Valley innovators and entrepreneurs into creation of new or enhancement of existing workforce development career programs. The Forum will consist of business, industry, higher education, economic development, and venture capital leaders from high-growth sectors, organized into Innovation Councils as sector advisors. Sector Innovation Councils will include:



**Roles:** The role of each innovation council is to inform, influence, and guide the development of the Silicon Valley workforce through the identification of sector trends and educational needs. These trends and needs will then be translated and aligned with appropriate Career Technical Education (CTE) divisions and/or Economic and Resource Development programs, grant project concepts will be developed in collaboration with the Grants and Resource Development Office, and grant funding will be sought to fund projects based on these concepts.

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## **C. FUNDING MODEL AND PLAN**

### **1. FUNDING MODEL**

- **Total District Investment:** The proposed investment by the district and colleges is \$200,000 total over a two-year period beginning March 2010, and ending June 2012.
- **Grants & Resource Development Office Operational Budget:** The planned operational budget is projected at \$100,000 per annum.
- **Year One and Year Two funding:** 100 percent of costs proposed for funding by the District.
- **Office Self-Sufficiency:** By Year Three, the Office of Grants and Resource Development will be self-sufficient and fully funded with Indirect Costs revenue from grants awarded to the district as a result of this function's development efforts.

The proposed formula for distribution of Indirect Costs revenue is 50% to the Grants and Resource Development office, and 50% to the District Business Services Division.

To attain the minimum annual operating budget of \$255,000 for sustaining and growing the grants office, and to support the District Business Services Division's Grants and Contracts Office, the annual grants and resource development district funding target will be \$6 million based on the Business Services Division's funding needs to sustain grant administration support. Specifically, at \$6 million in grant revenue, with an average 10% Indirect Cost Rate equating to \$600,000 in gross indirect cost revenue, \$300,000 will be allocated to each of the grants development (Foothill/De Anza) and grants support (District) functions.

## 2. ANNUAL FUNDING PLAN (YEAR ONE: 5/2010 – 6/2011) (YEAR TWO: 7/2011 – 6/2012)

FUNDING PLAN		
Funding Priorities	Purpose	District (100%)
1. STEM	Subject matter expert consultants for grants research, project planning, coordination, and grant writing based on strategic priorities established by the district and colleges.	\$ 15,000
2. CTE/Workforce		\$ 15,000
3. Student Success		\$ 15,000
4. Civic Engagement		\$ 15,000
5. Basic Skills		\$ 15,000
6. Open Education Resources		\$ 15,000
7. Facilities/Technology		\$ 10,000
Total		\$ 100,000

## D. FUNCTIONAL AREA PLANNING AND IMPLEMENTATION

The following planning and implementation activities are currently in progress to establish the FHDA Office of Grants and Resource Development:

### 1. MARCH & APRIL 2010 – PLANNING AND IMPLEMENTATION

- a. **Office of Economic and Workforce Development:** Reorganization of the economic and workforce development programs at Foothill College to reorganize grant- and categorical-funded employee duties to establish the Office of Economic and Workforce Development, ***which will be the primary administrative support function*** of the Office of Grants and Resource Development. The following programs will constitute the Office of Economic and Workforce Development: Professional and Workforce Development, Center for Applied Competitive Technologies, Workplace Learning Resource Center Initiative, Foothill Apprenticeship Program, FHDA Internship Program, and Cooperative Education.
- b. **Office of Grants and Resource Development:** The Vice President of Workforce Development and Instruction at Foothill College will lead this office, with the Director duties being assigned to the faculty member currently directing the Center for Applied Competitive Technologies. Planning and implementation activities currently in progress include:
  - **Grant Budget** – Funding identified from Foothill and De Anza, and accounts established.
  - **Policies and Procedures** – Grant pre-application procedures developed and designed to build upon the existing processes established by the District Business Services Grants and Contracts Office.
  - **Grants Master Calendar** – Research currently in progress to develop an annual master calendar of grants availability from federal, state and foundation grantors.
  - **Website Development** – Development in progress to establish an automated grant pre-approval form/process between the colleges and District Business Services and the Foundation, with the website featuring links to college and district information resources, including: Instructional Offices – education master plans, strategic plans, program plans and reviews; Institutional Research – enrollment, productivity, student, demographic

data; and Grant Office – grant repositories for grants applied for and awarded, grant templates for federal, state, and foundation applications, case statements, and earmark information and resources.

- **Earmark Planning and Research** – Research in progress of funding and legislative priorities, and earmark funding histories, for the regional congressional delegation (Honda/Lofgren/Eshoo). Earmark process and calendar currently in development.

## **2. MAY 10, 2010 – OFFICE OF GRANTS AND RESOURCE DEVELOPMENT LAUNCHED**