



Administrative Program Review
INSTITUTIONAL GRANTS
2021 Annual Update

Program / Department:	INSTITUTIONAL GRANTS
Date submitted:	October 2021
Submitted by:	LeeAnne McNulty

Outcomes Assessment Report

Revised Plan of Action

The Annual Update is conducted by all programs at the college and consists of an analysis of changes affecting the program as well as significant new funding needs for staff, resources, facilities, and equipment. It should be submitted or renewed every year by June 30 in anticipation of budget planning for the following year, which begins at the planning retreat in November. *Note that if there is no change from the previous year, you may simply resubmit the information in that report (or any portion that remains unchanged) from the prior year as long as it is on the current form and completely responds to each question.

Programs and units should support their planning efforts with quantifiable data, conduct appropriate analyses, and make supportable conclusions.

I. Program Purpose (must align with college mission)

Describe the need that is met by the program or the purpose of the program.

The Allan Hancock College Office of Institutional Grants believes in the capacity, potential, and commitment of people to create a more just society. We seek and receive funding for the innovations committed to positive, life-changing actions for our students and community, with a dedication to people of color, women, low-income, first-generation, and the special populations of people who need the support of champions to become champions themselves. We are dedicated to supporting projects that transform lives, break down barriers to success, and truly restructure oppressive systems to empower, educate, and elevate those in their pursuits of happiness, compassion, service, safety, and financial security through educational endeavors and community partnerships.

II. Progress on Comprehensive Program Review Final Plan of Action

Summarize the progress the program has made on recommendations, including the status of any incomplete items.

The Office of Institutional Grants (IG) continues to advance progression towards bringing teams together to create innovations, while financially supporting initiatives to better meet AHC's mission. Within the past three years, the number of grants we have written and applied for, and the numbers of grants we have been awarded have steadily grown. Fiscally, the IG office doubled grant the funding brought into the college this past year through the award of 19 new grants, bringing in \$7,015,333. These new funding sources have ultimately led to focused and asserted efforts to serve the most historically oppressed special populations on campus, expanded student services and outreach, built further partnerships, and amplified diversity, equity, and inclusion efforts. In this new 2021-22 fiscal



year, the Institutional Grants Office has already brought in over \$4 million new dollars to support the college and its mission in the first three months.

Below, you will see the past 5 years of grant awards.

Fiscal Year	Number of Grants Submitted	Amount of Grants Submitted	Number of Grants Received	Amount of Grants Received
2020-21	28	\$13,055,482	19	\$7,015,333
2019-20	26	\$12,926,785	15	\$1,999,366
2018-19	25	\$5,563,889	22	\$3,752,805
2017-18	25	\$6,120,436	26	\$2,662,854
2016-17	28	\$3,558,938	19	\$2,083,122

I began my job as Director, Institutional Grants on January 02, 2019. At that time, the Grants Office had been empty, without a Director or Grants Analyst for six months. At that point, as the director, I hit the ground running to catch-up on reports due, document all current awards (and their Project Directors or Coordinators), and track new grants to assemble teams and apply.

Soon, it was clear. A second fulltime position was necessary and I hired Theresa Avila (Bimbela) as a Grants Analyst II to ensure we were able to take-on all of the grants departments, teams, and projects the college and foundation were interested in applying for.

Currently, we have been extremely successful (even through a pandemic and taking on other leadership roles), yet the need for supporting Project Directors and Grant Coordinators through the grants orientation, processes, procedures, eligible purchases, reporting methods, data collection, institution of new actions, participating in the shared governance processes, navigating grant portals, and closing out grants at the end of the grant performance period have all been desperately needed.

Unfortunately, we do not have the capacity to assist Project Directors or Grant Coordinators to the extent that is needed for proper spending, aligning actions to declared timelines, navigating new portals, reporting responsibilities, and other varied restrictions connected to each and every grant. Most importantly, our concern is the risk we, as an institution, may be taking by not having enough oversight on grant spending and training for new project Directors and Coordinators.



III. Program Assessment

- Check here if any SAOs have changed since the last comprehensive program review and/or annual update.

What are your program service area outcomes? Which of these have been assessed since the last comprehensive program review and/or annual update? How are they measured? What did the assessment data indicated about the strengths and weaknesses of your program? What changes have you made/do you plan based on these data? (*See Administrative Service Area Outcomes SAOs Assessment Report form on last page*)

The changes reside in servicing the college and AHC Foundation to seek grant funding from federal, state, local organizations, as well as and private foundations. The IG Director and Grant Analyst II utilize the majority of their time writing grants, coordinating grant design teams, presenting to shared governance, attending new grant webinar trainings, communicating and coordinating with partners, researching new funding opportunities, and learning to navigate the new documents and submission portals. Although Theresa Avila (Grants Analyst II) and I have been successfully obtaining grants, finding the time to properly orientate and prepare new grant project directors and coordinators has been a challenge. New project directors and grant coordinators require assistance outlining eligible spending, reporting, portal navigation, and budgeting expectations and protocols. A Post-Award Grants Analyst I would help to support the currently awarded grant project directors and coordinators to ensure they are organized and ready to document spending and track actions for reporting requirements. A person in that position would check-in with project directors and coordinators to ensure they are on track for spending, comfortably navigating the myriad of portals, new documentation requirements, and working with the Grant Accountants and Business Services to ensure all spending reflected the goals, objectives, actions, and regulations originally agreed upon in the grant proposal.

While we do not know when the last program review was submitted for IG, we do know the office did staff a Director and a Grants Analyst II in the past, with smaller grant yields and a different grants process.

IV. Internal/External Conditions

What external conditions have influenced the program in the past year? Have there been regulatory changes, changes in technology, accreditation recommendations, demographics, labor market, or other changes? Summarize the major trends, challenges, and opportunities that have emerged in the program since the last comprehensive program review and /or annual update.

The external conditions that have influenced our department have been the COVID-19 Pandemic and the numerous new granting opportunities that continue to arise. The pandemic provided extra work, extra funding to support, and the complications of moving to remote workspaces. However, compared to the rest of the college, the Grants Department has had a simple shift. The external factors created by the pandemic did not impede or slow our grant applications or awards. In fact, the IG office was an essential piece of obtaining the first wave of CARES Act Emergency Relief funding and served as a guide to other colleges to pursue the certification process to obtain the relief aid. Although the IG office has been successful, this success expanded the department in new ways and made tracking, spending, training, and reporting a greater obstacle. With over 72 % more grants



funding than last year, and 53% more funding than two years prior, our grants department, composed of two, is stretched thin and can benefit from a fulltime Post-Award Grants Analyst I. This position would be designed to support, track, train, and guide project directors and grant coordinators as they spend grant dollars and reflect the diligence of the college through their actions, innovations, and reporting.

The need for a Post-Award Grants Analyst I is to oversee grant spending, management, timelines for the actions, data collection, reporting, spending, institutionalization, and close-out processes. Each grant possesses its own individual set of spending rules and eligibility costs. In addition, each grant has different reporting schedules, portals, documents, and nuances which tend to cause delays and confusion to new grant project directors and coordinators. A person solely in charge of supporting AHC project directors and coordinators, through each part of the post award grant process, creates a solid on-boarding and follow-through with each grant award. The Post Award Grants Analyst I would serve as a support measure to ensure the college utilized funds in a timely, responsible, and correct manner while ensuring the college did not have to request extensions or return funding. Their responsibilities would include: opening the new project, hiring, setting-up the budget, coordinating with partners, working with Institutional Effectiveness to gather data for reporting, tracking actions, purchasing, tracking financials, learning federal, state, and private entity spending rules and regulations, creating timelines, reporting, documenting, and spending in a timely manner while meeting grant objectives.

What internal conditions have influenced the program in the past year? Have there been trends in SAOs/assessment data; changes in technology, budget, staffing or resources; facilities issues; etc.?

Changes in the Budget (internally) have produced the need for another position in our department. The grant budgets the AHC Institutional Grants Department oversees has increased over the last 5 years. It went from - **\$2,083,122** in 2016-17 to **\$2,662,854** in 2017-18, to **\$3,752,805** in 2018-19, and **\$1,999,366** in 2019-20. In the past year, 2020-21, we doubled the intake of grant awards to **\$7,015,333**. These amounts do not reflect any COVID-19 Emergency Relief funding. In the first three months of the new 2021-22 fiscal year, we have already secured **more than \$4 million**.

Our concern for the college is, as the grants department becomes more successful, the tracking of the different funding sources, actions required, and reporting expectations grows as well. The Office of Institutional Grants believes a **Post Award Grants Analyst I is an essential** component to the grant's office to ensure once the grants are awarded they are spent in accordance to the regulations, objectives, and due diligence expected.

V. Update to Final Action Plan

If you change or modify a previous recommendation, provide an explanation for the change and a new target date. For new recommendations, provide target dates and data for support. For all items, show how they are related to assessment results where possible and provide approximate costs for resources requested. Resources may include budget, facilities, staffing, research support, professional development, marketing, etc. Not all recommendations will require resources. (Plan may cover period up to the next scheduled comprehensive program review.)



A recommended change to the current Institutional Grants staff is the addition of a **fulltime employee, a Post Award Grants Analyst I**, to better support grant project directors and grant coordinators as they navigate the unfamiliar territory of monitoring grant funds, collecting documentation for evidence in meeting specified goals and objectives, spending award funds appropriately using the guidelines specific to the grant, navigating and successfully reporting on a quarterly or annual basis (both financials with grant accountants and the narrative), as well as communicating properly with project monitors and other facets of the AHC team based on the actions, goals, objectives, and spending.

Currently, Theresa Avila and I guide the AHC team through every aspect of the grant process. As of mid 2021, we are coordinating more than double the amount of dollars and funding on campus, compared to 2017. We find applying for grants takes most of our work hours and leaves too few hours to sufficiently track the spending on the grants and assist the project directors and grant coordinators through the implementation, actions, goals, communication, financial management, and reporting. What then happens is an enormous carry-over that spills into the laps of the grant accountants and Business Services department. This position will assist their workloads as well.

VI. Revised - Plan of Action (Annual Update)

The last comprehensive program review was completed __Unsure__ <date>. The self-study and validation teams developed a final plan of action – post validation based on information in the self-study and the recommendations of the validation team.

(If any plan was made and action not taken, please state the rationale for not pursuing that particular item. If action was delayed or postponed, provide an explanation and a new target date.)

CHANGES AND MODIFICATIONS

RECOMMENDATIONS FROM PLAN OF ACTION	ACTION TAKEN, RESULT AND STATUS
Hire a Fulltime, Post Award Grants Analyst I	Requested

ADDITIONS

PLAN OF ACTION	TARGET DATE
Hire 1 FT Post-Award Grants Analyst I, Range 29/Step A \$53,760 Benefits: \$35,115 = TOTAL \$88,875 annually	January 2022



RESOURCES NEEDED (Be sure there is sufficient justification and data contained in the narrative to support each of the items on your list.)

TYPE OF RESOURCE	SPECIFIC RESOURCE	APPROXIMATE COST
Facility Needs	<u>Office space in Grants Office A-402</u>	<u>0 additional cost</u>
Technology Needs	<u>Computer, scanner, phone line</u>	<u>\$3,500</u>
Staffing Needs		
Equipment (non-technology)		
Other Resources		



Program Review Annual Update
Administrative Service Area Outcomes (SAOs) Assessment Report

Program / Department: _____

Use one row for each SAO

Program Intended Outcomes	Assessment Method(s)	Findings	Action Plan