

## Program Efficacy Team Report (Administrative Services)

2018 – 2019

**Name of Department:** Grant Development and Management

**Efficacy Team:** Botra Moeung, Paula Ferri-Milligan, Wallace Johnson

**Overall Recommendation:**

Continuation     
  Conditional     
  Probation

### Rationale for Overall Recommendation:

The team acknowledges the difficult situation that Grant Development and Management has been dealing with because of the staffing instability. In spite of that, the office has continued to support student success through the acquisition and management of grant awards. Unfortunately, areas in the report were not addressed or addressed minimally.

Demographics need to be analyzed. The area does not supply an adequate analysis of achievement data nor does it provide the results or analysis of SAOs. The area needs to provide an analysis of the type of grants that have been funded, details about the types of grants that it seeks to acquire, and the process used to address the needs of the campus. In addition, the area needs to provide information about the day-to-day concerns—average time to respond to grant requests from the campus, results of satisfaction surveys, and additional benchmarks of excellence for the department. Currency is identified by the area as N/A; however, there are areas in the catalog that need updating where the area and area staff are mentioned. Challenges have not been identified. With the growing need for outside funding opportunities, the area needs to evaluate both its need for space (for possible increased staffing) and for technology needs that impact the area.

### Part I: Questions Related to Strategic Initiative: Increase Access

**Goal:** SBVC will improve the application, registration, and enrollment procedures for all students.

**SBVC Strategic Initiatives:** [Strategic Directions + Goals](#)

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Demographics</b>	The program <b><u>does not provide</u></b> an appropriate analysis regarding identified differences in the program's population compared to that of the general population.	The program <b><u>provides an analysis</u></b> of the demographic data and provides an interpretation in response to any identified variance.  The program <b><u>discusses the plans or activities</u></b> that are in place to recruit and retain underserved populations as appropriate.	In addition to the meets criteria, the program's analysis and plan <b><u>demonstrates a need</u></b> for increased resources.
<b>Pattern of Service</b>	The program's pattern of service is <b><u>not related to the needs of students.</u></b>	The <b><u>program provides</u></b> evidence that the pattern	In addition to the meets criteria, the program <b><u>demonstrates that the pattern of service needs to be extended.</u></b>

		of service or instruction meets student needs.  The program <b><u>discusses the plans or activities</u></b> that are in place to meet a broad range of needs.	
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**Does Not Meet**       **Meets**       **Exceeds**

**Efficacy Team Analysis and Feedback:**

**Demographics (Does Not Meet):** The area provides data that focus on the monetary awards to various programs, data that show departmental efficiency and productivity as determined by the ratio of salary to income generated, and the student populations from 2014 to the present; there is not an analysis of these data. Moreover, there is not a comparison of these program demographics to the campus demographics. Because the comparison is missing, there is also not a discussion about any identified variances.

*Committee Suggestions: Compare the demographics associated with your targeted demographics, to those of the overall campus.*

**Pattern of Service (Meets):** The area addresses ways it supports student success through the various grants that it has obtained.

**Part II: Questions Related to Strategic Initiative: Promote Student Success**

**Goal: SBVC will increase course success, program success, access to employment, and transfer rates by enhancing student learning.**

**SBVC Strategic Initiatives:** [Strategic Directions + Goals](#)

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Data/Analysis demonstrating achievement of instructional or service success</b>	Program <b><u>does not provide an adequate analysis</u></b> of the data provided with respect to relevant program data.	Program <b><u>provides an analysis</u></b> of the data which indicates progress on departmental goals.	In addition to the meets criteria, the program <b><u>uses the achievement data</u></b> in concrete planning and <b><u>demonstrates</u></b> that it is prepared for growth.
<b>Service Area Outcomes</b>	Program <b><u>has not demonstrated</u></b> that it is continuously assessing Service Area Outcomes (SAOs)  Evidence of data collection, evaluation, and reflection/feedback, and/or connection to area services is <b><u>missing or incomplete.</u></b>	Program <b><u>has demonstrated</u></b> that it has fully evaluated within a four-year cycle and is continuously assessing <u>all</u> Service Area Outcomes (SAOs)	In addition to the meets criteria, the program <b><u>demonstrates that it has fully incorporated Service Area Outcomes (SAOs) into its planning, made appropriate adjustments, and is prepared for growth.</u></b>

Does Not Meet       Meets       Exceeds

**Efficacy Team Analysis and Feedback:**

**Data/Analysis (Does Not Meet):** The area refers to the EMP but does not supply an adequate analysis of that data.

**Service Area Outcomes (Does Not Meet):** The area lists its intended outcomes and the ways to measure those outcomes, but it has not done so. There is no evidence that data was collected.

*Committee Suggestions: Collect and analyze the data.*

**Part III: Questions Related to Strategic Initiative: Improve Communication, Culture & Climate**

**Goal: SBVC will promote a collegial campus culture with open line of communication between all stakeholder groups on and off-campus.**

**SBVC Strategic Initiatives:** [Strategic Directions + Goals](#)

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Communication</b>	The program <b><u>does not identify</u></b> data that demonstrates communication with college and community.	The program <b><u>identifies</u></b> data that demonstrates communication with college and community.	In addition to the meets criteria, the program <b><u>demonstrates</u></b> the ability to communicate more widely and effectively, <b><u>describes</u></b> plans for extending communication, and provides data or research that <b><u>demonstrates</u></b> the need for additional resources.
<b>Culture &amp; Climate</b>	The program <b><u>does not identify</u></b> its impact on culture and climate or the plans are not supported by the data and information provided.	The program <b><u>identifies and describes</u></b> its impact on culture and climate. Program <b><u>addresses</u></b> how this impacts planning.	In addition to the meets criteria, the program provides data or research that <b><u>demonstrates</u></b> the need for additional resources.

Does Not Meet       Meets       Exceeds

**Efficacy Team Analysis and Feedback:**

**Communication (Does Not Meet):** The area does not provide a response; however, in the EMP it does address the need to update and restructure the Grants website with more current information that is easier to locate.

*Committee Suggestions: Since funding opportunities outside of the campus are critical to the development of innovative programs, the area needs to address the ways that it makes these opportunities known to parties that might be interested, and it needs to discuss how it provides an avenue for staff to approach the office with requests for grant proposals.*

**Culture & Climate (Meets):** The area pursues recognition for the campus by completing award applications that highlight success, such as the Diesel Program’s recognition at the AHSIE conference for success with Hispanic high school students.

*Committee Suggestions: Use language that is more appropriate—women rather than girls.*

**IV: Questions Related to Strategic Initiative: Maintain Leadership & Promote Professional Development**

**Goal: SBVC will maintain capable leadership and provide professional development to a staff that will need skills to function effectively in an evolving educational environment.**

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Professional Development</b>	The program <b>does not identify</b> currency in professional development activities.	Program <b>identifies current avenues</b> for professional development.	In addition to the meets criteria, the program shows that professional development has <b>impacted/expanded</b> the program and <b>demonstrates</b> that the program is positioning itself for growth.

**Does Not Meet**       **Meets**       **Exceeds**

**Efficacy Team Analysis and Feedback:**

The area briefly mentions participation in the Grants Professionals Association (GPA).

*Committee Suggestions: A discussion of how the identified membership enhances the area is needed. Also, the area could identify ways that the staff participates in professional development activities both on and off campus.*

**V: Questions Related to Strategic Initiative: Effective Evaluation & Accountability**

**Goal: SBVC will improve institutional effectiveness through a process of evaluation and continuous improvement.**

SBVC Strategic Initiatives: [Strategic Directions + Goals](#)

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Mission/ Statement of Purpose</b>	The program <b>does not have</b> a mission/ statement of purpose, or it <b>does not clearly link</b> with the institutional mission.	The program <b>has</b> a mission/statement of purpose, and it <b>links</b> clearly with the institutional mission.	
<b>Productivity</b>	The data <b>does not show</b> an acceptable level of productivity for the program, or the issue of productivity is not adequately addressed.	The data <b>shows</b> the program is productive at an acceptable level.	The program functions at a highly productive level and is positioning itself for growth.
<b>Currency</b>	The program <b>does not show</b> evidence of currency.	The program <b>provides evidence</b> that it maintains currency	In addition to the meets criteria, the program <b>provides</b> support for future planning.

		within the published documents.	
<b>Challenges</b>	The program <b><u>does not incorporate</u></b> weaknesses and challenges into planning.	The program <b><u>incorporates</u></b> weaknesses and challenges into planning.	The program <b><u>incorporates</u></b> weaknesses and challenges into planning that demonstrate the need for expansion.

**Does Not Meet**       **Meets**                       **Exceeds**

**Efficacy Team Analysis and Feedback:**

**Mission (Meets):** The area provides a mission that addresses the development of “grant projects” and management of grant awards to enhance “future growth and increase opportunities and resources for the campus and its diverse community of learners.” The area supports the mission of the college by finding resources to enhance the quality of education, develop partnerships that contribute to economic development and growth of the community, and expand opportunities for SBVC students.

**Productivity (Does Not Meet):** The area provides a monetary summary of the grants awarded to the college since 2014-2015, and it generally states that it takes into consideration “the discussions about what the campus needs and how project activities should be designed.”

*Committee Suggestions: The area needs to provide an analysis of the type of grants that have been funded and details about the types of grants that are sought and the process used to address the needs of the campus. In addition, the area needs to provide information about the day-to-day concerns—average time to respond to grant requests from the campus, results of satisfaction surveys, and additional benchmarks of excellence for the department.*

**Currency (Does Not Meet):** *Currency is identified by the area as N/A; however, there are areas in the catalog that need updating where the area and area staff are mentioned.*

**Challenges (Does Not Meet):** The area states the major challenge of the office is that it had four directors over the last five years, which has had a negative impact on effectiveness and planning.

*Committee Suggestions: The committee acknowledges the instability that this has caused; however, other challenges have not been identified that link directly to the lack of analysis in terms of productivity—grant processes and campus needs identification, additional support staff, etc.—an analysis that would provide focus for the office in terms of possible growth.*

**VI: Questions Related to Strategic Initiative: Provide Exceptional Facilities**

**Goal: SBVC will support the construction and maintenance of safe, efficient, and functional facilities and infrastructure to meet the needs of students, employees, and the community.**

**SBVC Strategic Initiatives:** [Strategic Directions + Goals](#)

	<b>Does Not Meet</b>	<b>Meets</b>	<b>Exceeds</b>
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<b>Facilities</b>	The program <b>does not provide an evaluation</b> that addresses the sustainability of the physical environment for its programs.	Program <b>provides an evaluation</b> of the physical environment for its programs and <b>presents evidence</b> to support the evaluation.	In addition to the meets criteria, the program has <b>developed a plan</b> for obtaining or utilizing additional facilities for program growth.
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**Does Not Meet**       **Meets**       **Exceeds**

**Efficacy Team Analysis and Feedback:**

The area did not provide any analysis of facilities.

*Committee Suggestions: With the growing need for outside funding opportunities, the area needs to evaluate both its need for space (for possible increased staffing) and for technology needs that impact the area.*

#### VII: Previous Does Not Meet Categories

**Does Not Meet**       **Meets**       **Exceeds**

**Does not meet areas are from spring 2015 efficacy review.**

**Demographics:** Our assumption is that this demographic information has been obtained from the submitted grant proposals targeted for HSIs and MSIs (Hispanic and Minority Serving Institutions). The author provides a unique view of the demographics of their program, by looking at it in this way. Although the data are provided, there is not an analysis of these data. Moreover, there is not a comparison of these program demographics to the campus demographics. Because the comparison is missing, there is also not a discussion about any identified variances. In the future, please be sure to compare the demographics associated with your targeted demographics, to those of the overall campus.

**Efficacy Team Analysis and Feedback:**

There was not a response from the area in this section. Demographic data has not been analyzed adequately in this efficacy report either.