

# Grants Office

Resource Development Department, Educational Services Division

Welcome to RSCCD! The Grants Office in the Resource Development Department is one of the educational services available to assist the colleges, continuing education division and the district office in identifying and successfully applying for grants to fund projects that increase our capacity to address our mission and achieve our goals.

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## Grants Overview

### *Purpose*

All grant projects exist to address a need\* identified by the funder. A grant project is always a give-and-take scenario, wherein the funder wants to implement a project to meet its goals and objectives and the institution applying for the grant designs a project according to the funder's terms, because there are shared goals between the two or because the institution will also address its own goals and objectives in implementing the project. All grants entail activities that are tied to outcomes and performance measures and reporting.

\*A "need" is understood to be a problem that is impacting success: e.g., students with low academic literacy have difficulty succeeding in college courses, which impacts college completion, especially among disadvantaged students; or, to survive and thrive during economic downturns, small businesses need to be flexible and identify alternative opportunities for revenue generation. The need is to improve students' learning or to improve businesses' adaptability. The method to address the need – what the project will do – is the strategy identified by the person designing the project to improve the area of need identified by the funder. Thus, a successful grant proposal would not identify the need as "we need a computer lab," but would identify a computer lab as a strategy to address a need to improve student learning. Identifying a strategy is the first step; the next step is to identify research, experience, data that document that the identified strategy will achieve the results expected from the project.

### *Types*

*Competitive:* as the name implies, these grants are awarded through a competitive process, based on the highest scored applications.

*Entitlement:* entitlement grants are annual and continual funding allocations from the state.

*Sub-awards:* when another institution has applied for and been awarded a grant, and provides grant funds to RSCCD to implement a part of the project it is known as a sub-award. A sub-agreement is developed that outlines the terms of the project and RSCCD's participation.

### *Funding Sources*

*Federal:* A key source of grant funding for RSCCD are federal grants. RSCCD has received federal grants from the Department of Education, Department of Commerce, National Science Foundation, Corporation for National and Community Service, Department of Labor, Department of Health and Human Services, United State Department of Agriculture, and the Small Business Administration.

*State:* The main source for state grants for RSCCD is the California Community Colleges Chancellor's Office and the California Department of Education.

*Local (city, county) or Foundations:* RSCCD has been awarded grant projects from the County of Orange and the City of Santa Ana, and from foundations, such as The Gates Foundation, the Ford Foundation, California Endowment, and Irvine Foundation.

## *Basic Elements of a Grant Proposal*

*Need Statement:* The funder will identify the need to be addressed by the project: e.g., low college completion rates among low-income students; increase the number of math, science and technology majors; update instructional methods through incorporation of newer educational technology; etc. Each applicant will be required to compile information and evidence to demonstrate that the need identified by the funder is also present in the community, school, target population that the applicant will serve through the project.

*Project Design and Work Plan:* A detailed description of what will be done in the project. The design needs to align with the need, as a solution would directly align to a problem. The project design should address who, what, where, when, and how, and refer to research, data, and experience that indicates why the activities described in the project design will effectively address the need/problem.

*Management Plan:* Describe the staffing and meeting structure to ensure that the project is implemented effectively: activities are implemented on time, grant funds are spent in a timely manner and all costs are compliant with the grant terms and conditions and documented, the project is meeting targets and making progress toward completing objectives.

*Personnel:* Identify the key personnel for the project, including a description of the qualification and experience required for the positions, a description of the work to be performed for the projects, and brief biographical description if the staff persons are already identified at the time of proposal development.

*Evaluation Plan:* Describe the plan to collect and analyze the data needed to evaluate the effectiveness of the project and to respond to required reporting and performance measure requirements of the grant.

*Budget:* Identify all the costs to be incurred in implementing the project: staff, materials and supplies, contracts and services, services and items for students, travel, etc. All items except for staff costs need to be researched and based on market value pricing.

## *Timeline to Develop a Proposal*

After an RFA (Request for Applications), RFP (Request for Proposals) or Solicitation is released there is usually 30 to 45 days to complete and submit a grant application. As the process to authorize the decision to pursue a grant can take a week and/or to identify the leads who will be serving as the project designers and proposal writers takes time, grant development can be reduced down to 3-4 weeks. This is barely sufficient time to prepare a competitive application, and requires the commitment of a grant team to be successful.

## Where to find grant opportunities

Federal grant opportunities are all listed at one website: [www.grants.gov](http://www.grants.gov). A person can see the newest grant opportunities released, and search for grants by agency and keyword.

State grants are mainly found at the Community Colleges Chancellor's Office website, and the California Department of Education. Other state grants can be identified by reviewing each state department's webpages. The state departments do not have a standardized method of listing grant opportunities, so it can take some time and digging to identify current grants.

<http://www.cccco.edu/CommunityColleges/SystemGrants/tabid/280/Default.aspx>

<http://www.cde.ca.gov/fg/fo/af/>

Local grants (cities, counties, businesses and companies) can be located at the government or corporation webpages. Some cities and counties use a contracts service that requires registration to review opportunities.

Foundation grant opportunities can be identified by visiting the webpages for the funding organizations, such as Packard Foundation, Irvine Foundation, Gates Foundation, etc.

## Applying for a grant

Listed below are the basic steps to applying for a grant to provide a general sense of the process. Be advised that the process to apply varies somewhat at each college. The dean or administrator will be able to provide specific details on the process at each campus.

- 1) Identify an opportunity.
- 2) Meet with the dean or administrator to discuss and review the opportunity. If there is a decision to move forward, contact Resource Development.
- 3) At the meeting, Resource Development staff will review the terms of the grant opportunity with the faculty member, and other grant development team members, and assist them with completing the Authorization to Apply for a Grant Form, which is submitted by their dean/administrator to the Vice President for submission to the President's Cabinet for review and approval.
- 4) If the President's Cabinet gives approval, the college grant team and Resource Development staff will design a development schedule and assign elements of the proposal to complete. After

a continual process of drafts, review and editing, the final narrative and budget will be ready for submission. Additional elements are often required for an application—partner letters, assurance and certification forms, proof of eligibility forms, etc.—and the time it takes to compile these items needs to be taken into account, as well.

5) Resource Development staff prepare the final application and submit it to the funder. A complete copy will be sent to the key members of the project director and project administrator.

## **Services Provided by Resource Development, and more...**

Excerpted below are pages from RSCCD's *Grants Management Handbook* that outline the services and responsibilities of the Grant Team after a grant is awarded. The core team consists of the project director, resource development and accounting.

(Excerpt from *Grants Management Handbook*, August 2011, pg. 2-10)

### **Project Director's Role**

The project director is the most significant person involved in a grant. He or she is ultimately responsible for completing the activities and achieving the outcomes of the project, and managing the budget, supervising staff<sup>1</sup>, and coordinating with partners to implement the project effectively and in compliance with the policies, procedures, and regulations of the granting agency and our own institution. Thus, a significant amount of a project director's time can be spent on administrative details.

In addition to a project director, a project administrator is assigned to each grant project. This is usually the existing direct supervisor of the project director or the dean of an instructional division. The project director and project administrator often share some of the administrative duties of implementing and managing a grant. The degree of involvement of a project administrator varies from project to project. Usually, when a project director is a faculty member, the project administrator is more involved in the administrative functions of the grant. Division of labor between the two should be clarified as early as possible, preferably when the project is being planned during development of the grant proposal.

### **Project Director's Responsibilities: Program, Budget, Evaluation, and Reporting**

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#### **PROJECT IMPLEMENTATION**

**NOTIFICATION OF NEW AWARD:** Upon receipt of a grant award notice, the project director should immediately forward this information to his/her administrator, the appropriate Vice Chancellor, and the

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<sup>1</sup> Supervision of staff may be the responsible of the project administrator rather than the project director, if the latter's supervisory responsibilities are limited due to union contract.

college president (District project directors would include the Chancellor rather than the college president), and the Director of Grants in the Resource Development Department.

**COMPLIANCE:** Peruse the grant terms and regulation documents thoroughly: i.e., the RFA (Request for Proposals), the grant contract documents, and whatever other information provided by the funding agency, in order to become familiar with the terms for compliance.

**PROJECT IMPLEMENTATION:** Implement the proposed project by following the project work plan approved by the funding agency. Ensure that all activities are allowable under the grant terms and are directed toward achieving the objectives and goals of the project.

**DATA COLLECTION:** Set-up data-tracking system at the beginning of the project to ensure that accurate and complete data needed to measure project objectives and performance measures are available to periodically evaluate project implementation (at least quarterly) and to complete annual reports to the funding agency. Meet with the Research Department if assistance is needed to set-up a data and research system.

**STAFFING:** The project director must work with the Project Administrator and Human Resources to hire or assign project staff, and is responsible for coordinating activities of project staff to ensure that the project activities are implemented effectively and in a timely manner. Staff charged to a grant project must complete *time-and-effort reports monthly; the project director must make sure that these forms are completed accurately and submitted on time.*

**COORDINATION WITH OTHER DEPARTMENTS:** Identify the appropriate deans, division and department chairs, faculty, and college staff that will need to be included in implement of the program, and meet with the them at the beginning of the project to develop a program implementation plan.

**LEADERSHIP:** Provide leadership for the project within the college and among community partners.

## MANAGING THE BUDGET

**REVIEW BUDGET REPORTS:** Each grant must assign a person (whether it is the project director, a staff member, or a division secretary) to run budget reports (at least monthly) for the project director to review the balance of funds in each account, review expenditures to identify incorrect charges or to review for anticipated charges, and to project costs to develop an expenditure plan. Budget reports are available through Datatel. The staff person responsible for running budget reports must attend Datatel training, if they are not already familiar with using the reporting system.

**EXPENDITURE PLAN:** Every grant includes a proposed budget that identifies the costs to implement the project activities. At the beginning of the project, the project director needs to identify the forms and processes needed to implement the plan. Often, the expenditure plan needs change in response to changes in project implementation. The project director needs to make sure that the appropriate accounts exist and that there are sufficient funds in an account to make planned expenditures. Resource Development staff can provide guidance as to the accounts needed, create accounts, and project salary and benefit costs, to assist directors. All major purchases should be identified at the beginning of the grant, and purchase

requests submitted as soon as possible, to ensure that all major purchase have occurred prior to purchase order deadlines in March.

**EXPENDITURES:** Every expenditure has associated paperwork that must be completed and submitted to the appropriate department. If the paperwork is not completed or completed incorrectly, the project director is responsible for making the correction.

- **Purchasing Items and Services:** Purchase request submitted through Datatel.
- **Hiring Staff:** Status change forms, payroll timesheets (part-time, hourly), faculty load sheets, etc.
- **Grant Partners:** Sub-agreement developed by Resource Development and approved by the Board.
- **Independent Contractor:** Individual must complete the independent contractor packet available in the Purchasing Department.
- **Travel:** Conference request form, and related receipts.
- **Mileage:** Mileage request form.

**ACCOUNT BALANCES:** Complete budget change forms to move sufficient funds into an account to cover the cost of the expenditures. If an account has a negative balances (i.e., is overspent) the project director must submit a budget change form to move money into the account to cover the amount over-spent.

**AUDIT RECORDS:** Maintain copies of all expenditures-related paperwork (hiring, purchase requisitions, conference forms, mileage reimbursement, timesheets, status change forms, etc.) to determine accuracy and completeness. The project director should contact the accountant immediately when there are discrepancies between the director's own records and those that appear in a budget report. We are required to keep all records for up to a minimum of three years and up to five years after the grant ends to meet audit guidelines.

## EVALUATION

**EVALUATION PLAN:** Every federal grant project, and almost every other grant, includes an evaluation plan that identifies the data that will be collected, how it will be collected, who will collect it, and when it will be collected, and how and when that information will be used to measure the effectiveness of the project. Implement the evaluation plan is a key component of overall project implementation. The project director should meet with the Research Department if they need guidance in designing their evaluation plan. Assessment will need to be in place before the activities to be measured occur.

**PROJECT PERFORMANCE MEASURES:** Monitor progress toward completing project activities and meeting performance objectives.

**FORMATIVE EVALUATION:** Review project data quarterly to determine if activities are being implemented on time and as planned, and to determine if activities are impacting project objectives, in order to identify modifications needed to improve implementation and effectiveness.

**SUMMATIVE EVALUATION:** Compile all project data (budget, activity, data reports) and review to evaluate effectiveness of the project for the year, achievement of annual targets, and progress toward meeting project objectives. This activity should coincide with preparation of the annual report due to the funder.

**AUDITS and/or SITE VISITS:** Project directors must ensure that project documentation is maintained on-file, and is accurate and complete, to meet audit readiness guidelines. Documentation should include all paperwork, contracts and grant forms related to the project, including documentation related to hiring, purchasing, travel, reimbursement, and time-and-effort reporting. In the event of notification of a site visit or audit, the project director should contact Resource Development and the Accounting as soon as possible, so that staff in those departments can prepare the requested information for review, and to assist the project director throughout the process. **NOTE:** RSCCD has an internal audit every year, in which the auditors select grant projects to undergo audit review; consequently, project directors should be aware that their projects could potentially undergo an audit every year.

## REPORTING

**DUE DATES:** Know the due dates of the project reports required by the funding agency. Coordinate with the project account and resource development staff person, as needed.

**COMPLETION:** Complete reports and submit them on time.

**FINANCIAL REPORTS:** Work with the project accountant to complete the fiscal portion of the reports.

## Resource Development's Role

For grant projects to function efficiently and effectively, the district has established procedures that involve various departments. These procedures will help the project director administer the grant-funded program consistent with the standard operating procedures of the district and the funding agencies. The Resource Development Department works in conjunction with college and district personnel to act as a clearinghouse to provide pertinent information regarding grants and contracts to district employees. Frequent and personal contact with Resource Development staff is advisable to minimize the potential for human error and to ensure good project management. A Resource Development staff member is assigned to each project.

## Resource Development Department's Services

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**GRANT OPPORTUNITIES:** Identify grant opportunities and summarize and disseminate information to the appropriate administrators and project directors.

### GRANT PROPOSAL DEVELOPMENT and SUBMISSION:

- **Authorization to Apply Process:** Inform those who want to pursue a grant opportunity about the authorization to apply process, explain the forms and assist with their completion, as needed.
- **Compliance:** Ensure that the proposed project adheres to the grant terms and requirements, general compliance and audit standards, and to district policies.



- **Proposal Development:** Working with the grant team identified by the college, district, or continuing education division, create a grant development schedule and assign sections of the proposal with requisite deadlines and review sessions, in order to ensure that competitive proposals with fully developed projects that meet the district's goals and college missions are produced and have the commitment of the institution and departments involved in the project.
- **Application Development and Submission:** Grant development teams assigned by the college/district/cont education division primarily work on creation of key narrative sections and the budget for the proposal. However, grant applications involve many other elements that Resource Development staff complete: assurances forms, budget summary forms, application face sheets, GEPA statements, etc. The final compilation of an application is performed by Resource Development staff, as they submit the entire, complete application according to the specific directions outlined in the RFA (Request for Application). Following submission, Resource Development will email a copy of the complete application to the grant development team and appropriate administrators.

#### **GRANT DOCUMENT PREPARATION AND SUBMISSION:**

- **Grant Awards:** The project director identified in the grant application will usually be the one notified that the grant has been or has not been awarded. Project directors should immediately forward those notices to Resource Development to initiate the acceptance process, which includes completing and submitting documents required by the funding agency, preparing a grant budget for Board approval, and setting-up the budget in Datatel.
- **Grant Modification, Augmentation and Extension Requests:** Resource Development will assist project directors will preparing grant revision or modification requests, and will submit them to the funding agency. Project directors need to forward notices of augmentations, reductions, or extensions to Resource Development so that our staff can modify the budgets and communicate the changes to accounting.
- **Sub-agreements:** Some grant projects include partnerships with other organizations who will be receiving part of the grants to implement a part of the project. Resource Development staff develops the sub-agreements, submits them for Fiscal Review and contract number assignment, prepares and submits them for the Board docket, acquires signatures after Board approval, sends the signed agreements to the partners, and maintains the original fully executed agreement on file. After the agreement has been executed, project directors/staff create a purchase request for the partner, and provide a copy of the agreement to the Purchasing Department.
- **Insurance Certifications:** Some funding agencies require Insurance Certifications or require to be added on to RSCCD's Insurance. Resource Development staff complete the forms to generate these certifications and submit them to Risk Management. NOTE: Risk Management will not generate a certificate unless there is a signed sub-agreement from the agency with an RSCCD contract number assigned.
- **Funding Agencies Requests and Inquiries:** Resource Development staff will assist project directors with responding to funding agency requests and inquiries, as needed. Copies of inquires/requests and response should be submitted to Resource Development to serve as a resource for audits/site visits and compliance review.

#### **GRANT MANAGEMENT SUPPORT:**

- **Grant Start-Up Meeting:** Provide a project start-up meeting to orient directors to their role in grant management, including a review of district and funding agency regulations and procedures, to ensure that all projects are implemented effectively and meet program and fiscal audit standards. The project

accountant and appropriate project staff will be included in the meeting. Copies of the grant proposal, RFA, award terms and conditions, and the award notices will be provided to the project director and the project accountant.

- **Grant Management Handbook:** Resource Development will maintain the Grant Management Handbook to serve as a guide for project directors and staff to implement grant projects effectively and in compliance with grant terms and regulations, audit standards, and district policies.
- **Grant Terms and Conditions:** Provide the project director project accountant with a copy of the grant proposal, RFA, terms and conditions.
- **Training on Grant Development and Management:** Upon request, provide training workshops on introduction to grants, grant development, and grant management.
- **Setting-Up the Grant Budget:**
  - **New Award:** Resource Development staff request the project number and project accounts, and develop a budget to allocate the funds in those accounts. The budget is prepared and submitted for Board approval. After approval, the budget is submitted to Fiscal Services to be entered into Datatel. Project directors will receive a copy of the budget listing the accounts and the allocated funds. **NOTE:** Project directors need to refer to budget reports run in Datatel when completing documents to make expenditures, as the budget prepared for the Board represents the budget plan, whereas the budget in Datael includes actual expenditures and represents the funds actually available in each account.
  - **Carryover Budgets:** RSCCD's budget is based on a Fiscal Year July 1<sup>st</sup> – June 30<sup>th</sup>. Some grants have terms that are not based on a fiscal year, such projects cross fiscal years. For example: A project with a term 10/1/09 – 9/30/10 would cross two fiscal years 2009/2010 and 2010/2011, since FY 2009/2010 encompasses 7/1/09-6/30/10, and FY 2010/2011 encompasses 7/1/10 – 6/30/11. Three months of the grant (7/1/10 – 9/30/10) would carry on into the 2010/11 FY. A process is undergone to create a budget in the new Fiscal Year for the remaining balance of funds, this budget is referred to as the Carryover Budget, and is prepared by Resource Development and submitted to Fiscal Services to be input into the Datatel. **NOTE:** A Carryover Budget is different that a Rollover Budget. Fiscal Services develops a Rollover Budget as a placeholder budget for the new fiscal year that puts funds into accounts based on an estimate derived from the prior year, in order that funds are available for operations on the 1<sup>st</sup> day (July 1<sup>st</sup>) of the new Fiscal Year. The Carryover Budget submitted by Resource Development would replace the rollover budget, as based on actual balance of funds remaining not on an estimate.
  - **Modifications, Augmentations, Reductions:** Sometimes significant revisions are made to a grant budget through a modification, an augmentation, or a reduction. Resource Development staff works with project directors and staff to estimate costs (especially salary and benefits and indirect), and prepares the revised budget for Board approval (if needed) and for submission to Fiscal Services to revise the budget in Datatel.
- **Program and Budget Planning:** Assist project directors with more complex, non-routine aspects of project implementation. Work with project directors and staff to review their programs and budgets, develop scenarios in response to changing conditions, and estimate salary and benefit costs to assist directors with planning their project expenditures. Advise project directors and staff on the processes and forms needed to implement their budget and program plans, and explain how to complete the forms, as needed.

## COMPLIANCE:

- **Advisement:** Resource Development will advise project administrators, directors and staff, and accounting and fiscal services regarding issues related to compliance with grant terms and regulations.
- **Review and Sign-Off:** Resource Development staff review completed forms (e.g., status change forms and budget change forms) related to grant expenditures for compliance with the grant proposal, terms and regulations, audit standards, and district policies. In addition, Resource Development also completes and submits requests for new accounts. If a new account is needed, the project director or designated staff person should submit the request to Resource Development.

#### **SITE VISITS and AUDITS:**

- **Documentation:** Resource Development maintains grant project files with the following documents to meet audit standards: grant proposal, RFA/RFP/Solicitation, grant award notice, grant face sheet, and significant communications from the funding agency. Project directors submit copies of their required reports to Resource Development to maintain in these files.
- **Response to Auditor Inquiries:** Resource Development staff will assist Fiscal Services/Accounting and project directors with response to auditor inquiries.
- **Preparation for Site Visits:** Resource Development staff will assist with compiling information for site visits, as needed. Most often the information requested relates to expenditures or program activities, and the accountant and the project director are the main sources for that information.
- **Representation at Site Visits and Audit Meetings:** Resource Development staff will be available to attend site visit and audit meetings, at the project director's or Fiscal Services request, to assist with representing the project and answering questions related to compliance.

### **Accounting Department's Role**

RSCCD designates staff from the Accounting Department to provide financial oversight to grant-funded projects. One accountant or senior accountant is assigned to each project. The accountant coordinates with Resource Development staff to ensure that expenditures are allowable and consistent with the policies and regulations of both the funding agency and district. The accountant also prepares quarterly, interim, and final fiscal reports for the funding agency.

#### **Accounting's Services**

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**CREATE ACCOUNTS:** Review for approval account request forms completed by Resource Develop, and assign project numbers and account numbers for grant budgets.

**INPUT BUDGETS INTO DATATEL:** Review grant budgets submitted by Resource Development for entry into Datatel, and input into the electronic accounting system.

**PROCESS BUDGET CHANGE AND TRANSFER OF EXPENDITURE FORMS:** Review budget change and transfer of expenditure forms for accuracy and completion, and process the movement of funds or expenditures.

**TRACK BUDGET EXPENDITURES:** Track each project's expenditures to identify over-expenditures in accounts, and under-expenditure of the overall budget. An accountant will contact a project director primarily when there are over-expenditures in an account in the budget and when financial reports need to be prepared for submission to the funding agency. Project directors should use the district's accounting

system (COLLEAGUE by Datatel) to regularly check budget expenditures and balances to avoid over-expenditures and under-expenditures of their funds, as well as to identify erroneous charges to their budgets.

**FINANCIAL REPORTS:** Work with project directors to complete the financial portion of reports required for each grant according to the schedule determined by the funding agency. Submit the financial portion of reports to the funding agency, and provide copies of grant reports to the project director and Resource Development.

**MAINTAIN DOCUMENTATION OF MATCH:** Assist project director to develop methods for tracking unconventional match for a project, and maintain documentation of said match. Usually, match is tracked by creating a district-funded account in the grant budget. However, when match for a project is provided from outside the district, a system to track and document must be developed.

**TIME AND EFFORT REPORTS:** Accounting will distribute, collect, and review time and effort reports to document the amount of time staff work on a grant project. (Refer to p. 24, 27, and 33, for more information about the time and effort reporting procedures.) *NOTE: Time and Effort Reports are a crucial element in compliance, project directors and project staff MUST complete and submit these forms monthly; AND, they MUST revise these form if there are any changes to staff time dedicated to the project.*

**FINANCIAL FORMS AND DOCUMENTS:** Accounting will maintain on file the original financial forms submitted for grant projects. RSCCD is reimbursed by a funding agency through properly executed and documented expenditures. Therefore, it is necessary to keep records to document all expenditures and to post all expenditures to the correct accounts in the budget, in order to accurately prepare interim and final financial reports. In addition, it is essential that all grant funds be spent by the end of the grant term. While the Fiscal Services and Human Resources departments maintain original documentation regarding financial and personnel matters. *NOTE: project directors are also required to keep copies of all of these records. The project director should contact the accountant immediately when there are discrepancies between the director's own records and those that appear in a budget report.*

### **Some of RSCCD's Grant Projects – 2011/12**

Site	Project Name	Funding Source	Description
<b>ACADEMIC PROGRAMS</b>			
SAC & SCC	ASPEN Project	David & Lucille Packard Foundation – sub-award from CSUF	Develop a certificate program for professional working in after-school programs, and link to child development and teacher education programs.
SAC/SCC/CEC/OEC	Basic Skills Initiative	CA Community Colleges Chancellor's Office	Funds to improve programs and student progress through Basic Skills courses.

Site	Project Name	Funding Source	Description
SAC	Community College Open Learning Initiative	Carnegie Mellon University - sub-award from Carnegie Mellon University	To participate in the further development and evaluation of the introductory statistics course currently made available through Carnegie Mellon's Open Learning Institute web site, which features high quality online courses and course material through its approach of instructional design grounded in cognitive theory, formative evaluation for students and faculty, and iterative course improvement based on empirical evidence.
SAC	California Mathematics Diagnostic Testing Project (MDTP)	Sub-award from UCSD	Use diagnostic testing to improve instruction and student achievement in mathematics.
SAC	NSF - Teachers Assisting Students to Excel in Mathematics (TASEL-M)	National Science Foundation - ARRA	Implement instructional strategies to improve student achievement in mathematics.
SAC	NSF - TEST:UP	Sub-award	Implement instructional strategies to improve student achievement in mathematics.
SAC	Enrollment Growth for Nursing ADN Programs	CA Community Colleges Chancellor's Office	Funds to increase/sustain capacity to serve nursing students.
SAC	Saint Joseph Hospital Clinical Training Affiliation	St. Joseph Hospital	Offer SAC's Associate Nursing Degree Program (ADN) through the Extended Campus Program at Saint Joseph Hospital.
SAC	Song Brown	Office of Statewide Health Planning & Development (OSHDP)	Increase capacity to provide in-depth clinical training through use of Clinical Teaching Associates.
SAC	Workforce Investment Act - Center for Nursing Program	CA Community Colleges Chancellor's Office	Increase SAC's capacity to enroll an additional group into the Nursing Program.
SAC & SCC	Project Kaleidoscope	Gates Foundation - sub-award from Cerritos College	Develop three pilot courses (English, Biology, Math) to incorporate SAKAI data management, open-learning resources, and the LEARN rubric to provide timely data to make just-in-time adjustments in instruction to improve student learning.
SCC	Title V - Developing Hispanic Serving Institutions Program	Department of Education	Funds to transform STEM education at Santiago Canyon College, in order to improve Hispanic students' achievement and completion rates.
SAC	USDA Partnerships for Transfer Success	U. S. Department of Agriculture	Provide counseling, tutors, mentors, field trips, internships and transfer services for students in USDA-related majors. Scholarship awarded to outstanding student in the program.
SAC & SCC	CalGRIP	EDD - sub-award from CSUF	Project to provide career training program in educational fields for at-risk youth.

Site	Project Name	Funding Source	Description
DO	Career Technical Education (CTE ) Community Collaborative	CA Community Colleges Chancellor's Office	Funds for career exploration, strengthening CTE programs, professional development, and faculty externships. Support Career Academy Scholars Program at SAC, and Career Exploration Program at SCC.
SAC/SCC/CEC/OEC	Vocational & Technical Education Act Programs	U.S. Dept. of Ed.	Funds to strengthen and improve Career Technical Education (CTE) programs.
<b>STUDENT SERVICES PROGRAMS</b>			
<b>Secondary Programs</b>			
SAC	GEAR UP	U.S. Dept. of Ed.	Provide college awareness, financial aid and college-going advocacy services to two cohorts of students starting in 6th & 7th grade and continuing through 12th grade and college enrollment.
SAC	Santa Ana Middle College High School	CA Community Colleges Chancellor's Office	High school program located on SAC campus that incorporates college courses into the curriculum to enable students to complete graduate requirements and college courses at the same time.
SAC	Talent Search	Department of Education	Provide counseling, tutors, mentors, college test prep and application services, field trips, and academic preparation for low-income, 1st generation, and disabled students at Century, Santa Ana, Valley and Saddleback High Schools.
SAC	Upward Bound	Department of Education	Provide fundamental support to participants in their preparation for college entrance. The program provides opportunities for participants to succeed in their precollege performance and ultimately in their higher education pursuits. Participants are high school students who are low-income and potentially first-generation college students.
<b>Post-Secondary Programs</b>			
SCC	CAMP (College Assistance Migrant Program) - SCC Year 5	U.S. Dept. of Ed.	Provide extensive support services to students from migrant worker backgrounds to improve the college retention and completion rates of these students.
SAC / SCC	Disabled Students Programs and Services (DSP&S) (SAC)	CA Community Colleges Chancellor's Office	Provide services to disabled students.
SAC	Extended Opportunities Programs & Services (EOP&S)	CA Community Colleges Chancellor's Office	Provide assistance with textbooks, tutoring, and guidance for low-income students.
SAC	Job Dev., Training & Placement Program for the Disabled - Workability III	Cal. Dept. of Rehab.	Provide services to prepare disabled students for employment.
SAC	Matriculation	CA Community Colleges Chancellor's Office	Placement testing, registration, orientation, and counseling services for incoming freshman.
SAC	MESA (Math Engineering Science Achievement) Program	CA Community Colleges Chancellor's Office	Provide counseling, extended instruction, tutors, field trips, and transfer services for Math, Engineering or Science majors.

Site	Project Name	Funding Source	Description
SAC	Student Support Services	Department of Education	Funds are awarded to institutions of higher education to provide opportunities for academic development, assist students with basic college requirements, and to motivate students toward the successful completion of their postsecondary education.
<b>ECONOMIC &amp; WORKFORCE DEVELOPMENT PROGRAMS</b>			
DO	Business Entrepreneurship Center	CA Community Colleges Chancellor's Office	Provide training and referral services to connect business owners with training and consultation services.
DO	Center for International Trade and Development	California Community Colleges Chancellor's Office	Provide training and consultation services to small business owners who want to export their products or services, or to connect them to businesses to import products or services they may need.
DO	Institute for Women Entrepreneurs	U.S. SBA	Provide business development services with a focus on women business owners or women who would like to start a business.
DO	Youth Entrepreneurship Program	U.S. SBA	Youth, 17-27, participate in an entrepreneurship program to develop a business model, business and marketing plans, in which a competition is held at the end of program, and judged by a panel that includes investors.
DO	Faculty Entrepreneurship Program	CA Community Colleges Chancellor's Office	Provide mini-grants to community college faculty to develop entrepreneurship programs or incorporate entrepreneurship into their course curriculum.
DO	Workforce Innovation Partnerships	CA Community Colleges Chancellor's Office	The Central Orange County CTE Partnership (CTEp), Santa Ana College and the Santa Ana and Garden Grove USDs are collaborating with local manufacturers to create programs that will inspire high school students to enroll in the DREAM Pathway (. (Design, Rapid Prototyping, Engineering, Arts and Manufacturing). Students will have the opportunity to discover why this field can be an excellent career choice. Specifically, the DREAM project will include: High School CTE Pathway Course Sequences • Engineering and Design (UC Approved) • Robotics I and II • Production Design (SolidWorks) • Computer Aided Design (CAD) • Introduction to Rapid Product Development
DO	Vietnamese American Technical Assistance Program	Wells Fargo Bank of OC	OC SBDC provides workshops to small business owners in Vietnamese.
DO	Orange County Small Business Development Center	SBA/CSUF	Provide training and consultation services to small business owners.
<b>CHILD DEVELOPMENT</b>			
SAC/SCC	Child Development Campus Centers	Cal. Dept. of Ed.	Provide high quality child care services to students and the community.

Site	Project Name	Funding Source	Description
SAC / SCC	CARE Program (SAC)	CA Community College Chancellor's Office	Cooperative Agencies Resources for Education (CARE) program in the California Community Colleges as "a unique educational program geared toward the welfare recipient who desires job-relevant education to break the dependency cycle.
DO	Early Head Start	U.S. Dept. of Health & Human Services	Provide high quality pre-school services to low-income families.
SAC	Network for a Healthy CA	O.C Sup't of Schools (from U.S. Dept of Ed)	Promoting healthy eating habits among children and their families.
<b>CONTINUING EDUCATION</b>			
SAC	Workforce Investment Act	U.S. Dept. of Ed.	Funds to provide non-credit adult education, adult secondary education, English as a second language, family literacy, and citizenship instruction.