The mission of Institutional Resource Development is to innovatively advance the Institutional priorities through:
* identifying aligned external funding opportunities;
* securing external funding via successfully awarded grants; and
* building capacity for consistent grant management across the institution.

The Institutional Resource Development department, restructured in 2013, as a small unit comprised of two staff members responsible for researching and applying for appropriate grant funding on behalf of the institution. The department is responsible for ensuring appropriate vetting and approval of all grant applications prior to submission as well as training for all grant management staff across the institution on regulatory compliance.

Internal conditions impacting the department include a lack of staffing and a high demand for new grant development. The department is currently structured and budgeted for two staff members, an Associate Director of Grants and a Grants Research Analyst. The Grants Research Analyst position has not been posted for recruitment and is on hold. A new Associate Director was hired on October 1, 2014 but quickly resigned with an anticipated end date of December 2014. This has meant a capacity gap since January 2013 when the previous Director transitioned to a new position. During this time the college engaged in the development of a number of grant applications and were awarded approximately 20 new grants in Fiscal Year 2013-14. This has resulted in a significant capacity issue both from a development perspective as well as a training and compliance management perspective give that the department has no dedicated staff.

Current changes in grant funding require a more strategic, institutional approach to pursing grants, including the ability to bring projects to scale and ensure sustainability of programs. This has pushed the area to review institutional impact for projects and funding pursued and ensure appropriate vetting and approval of the proposed projects.

The Academic Senate’s Institutional Resource Development Advisory Committee (IRDAC) has had difficulty securing and retaining a faculty co-chair. While this has been a challenge for consistency the work of the committee in Fiscal Year 2013-14 has brought forth valuable recommendations for moving forward more effectively. For example, the committee recommended a multi-year appointment to ensure that the membership has time to be trained about the department and can provide valuable and informed recommendations. For Fiscal Year 2014-15 the committee is focused on identifying strategies for improving communications across the college.

Funders are continuing to push for and require authentic partnerships with external stakeholders and the ability to respond with required documentation within the grant development timeframes (typically 30 days, including weekends and holidays) can be a challenge when the partnerships have not been established prior to the grant development efforts.

Describe how your dept. supports student learning:
By focusing on building capacity in the academic and career technical education programs the area supports student learning through increasing access to technology, providing resources to increase or expand the types of available student services, and providing resources for faculty professional development. The area supports student learning through the acquisition of external funding that supports instructional needs such as new technologies, tutoring and success center capacity, and support for the updating and development of new curriculum.

**Staff:**

Marty J. Alvarado, Former Director Institutional Resource Development  
Lisa Berger, Associate Director, Grants (Assignment ending Dec. 2014)  
Grants Research Analyst (Vacant)

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**Names & Titles of Department Planning Participants:**

Marty J. Alvarado

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**2011-2012 Accomplishments:**

N/A

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**2012-2013 Accomplishments:**

n/a

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**2013-2014 Accomplishments:**

Secured 20 new grants including two Department of Labor TAACCCT grants for $2.5 million and $1.9 million and a California Department of Education CCPT grants for $15 million. The total new grant awards for Fiscal Year 2013-14 was over $23 million.

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**Goals and Resources Needed**

**Goal: Communication**

Build effective and meaningful communication streams throughout the institution, the community and the department.

<table>
<thead>
<tr>
<th>N/A:</th>
<th>2012-2015 Cycle</th>
</tr>
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<tbody>
<tr>
<td>Goal Status:</td>
<td>In Progress</td>
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<tr>
<td>Start Date:</td>
<td>08/14/2009</td>
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<td>End Date:</td>
<td></td>
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<tr>
<td>Goal Priority:</td>
<td>High</td>
</tr>
</tbody>
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**Rationale:**

Because all projects impact and encompass a multitude of partners it is important that updates and information flow in a timely and efficient manner.

**Strategies:**

- Evaluate the existing communication channels and update for improved efficiency and consistency.
- Establish distribution lists and templates.
- Update and improve department website.

**Responsible Parties:**

All Staff

**Campus supported by this goal/project/strategy:**

Both

**If Other select above, please specify:**

**Level of Support Needed:**

School or VP

**Related Higher Level Goals**

College Advancement and Economic Development
Goal: Communication & Marketing - Develop and implement a fully integrated internal and external communications & marketing plan to:
1) Ensure that LBCC attracts students to meet its growing enrollment targets and
2) Convey the value, activities, purpose, need and accomplishments of LBCC’s instructional programs and key initiatives including CAED’s economic and workforce development programs

Superintendent-President Agenda 2009 - 2011

Goal: Economic, Workforce Development, and Community Outreach

1. Related Resources Needed

Resources Needed name: Website Development Support
Resources Needed Description: A new website needs to be developed as there is currently no department website.

Inter-Level/ VP Level Group Decision: NEW
Fiscal Year: 2013 - 2014
Duration: One-time
Estimated Cost: 2500
Type of Resource Requested: Other
Justification for Resource Request: Given the limited staffing - currently none - this work will not be able to be completed without the support of a contractor to pull together a website that can be maintained and updated by the department staff.
Department Code: 609000 Grants
Requested Funding Source: Other

2. Related Resources Needed

Resources Needed name: Department Staffing
Resources Needed Description: 2 Positions - A Resource Development Manager and a support staff position need to be hired.

Inter-Level/ VP Level Group Decision: NEW
Fiscal Year: 2013 - 2014
Duration: On-going
Estimated Cost: 140000
Type of Resource Requested: Personnel - Classified/ Manager
Justification for Resource Request: Currently there is no department staffing. A dedicated staff person is required to effectively support campus- and community-wide communication regarding grant development.
Department Code: 609000 Grants
Requested Funding Source: General Fund
Goal: Department Personnel
To fully staff the IRD department

N/A: 2012-2015 Cycle

Goal Status: NEW
Start Date: 11/01/2014
End Date: 
Goal Priority: High

Rationale:
The department currently has no dedicated personnel and as a result the department is not able to fully serve the college community needs.

Strategies:
To move forward with the hiring process for both the Associate Director position and the Grants Research Analyst position.

Responsible Parties: Workforce Development Director and CAED Executive Director

Campus supported by this goal/project/strategy: Both

Other Area impacted by this goal/project/strategy: Human Resources

Level of Support Needed: School or VP

Related Higher Level Goals

College Advancement and Economic Development

Goal Type: Goal : Student Success - Acquire funding to support student success initiatives, pilot program development, student support services and securing resources for program improvement.

Goal Type: Goal : Staffing and Infrastructure – Build appropriate CAED staff and operational structures to achieve increased capacity needed to serve and fulfill statewide and national economic and workforce agenda of the college.

Educational Master Plan 2011 - 2016

Goal Type: Goal : Resources

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