

**FOUNDATION FOR GROSSMONT AND CUYAMACA COLLEGES**

8800 Grossmont College Drive, El Cajon, CA 92020

**MASTER AGREEMENT**  
(Regional Strong Workforce Program)

This Master Agreement (hereafter, "Agreement") is entered into this 11th day of March, 2022, between Foundation for Grossmont and Cuyamaca Colleges (hereafter, "Fiscal Agent"), and MiraCosta College (hereafter, "Sub-Awardee"), collectively "Parties" and individually as "Party" to this Agreement.

WHEREAS, the Grossmont-Cuyamaca Community College District (hereafter, "District") has received funding from the California Community Colleges Chancellor's Office (hereafter, "Chancellor's Office") relating to the regional Strong Workforce Program (hereafter, "SWP") and has designated the Foundation for Grossmont and Cuyamaca Colleges as the Fiscal Agent to contract and disburse funds to the partnering community colleges located in the San Diego and Imperial Counties region; and

WHEREAS, the Sub-Awardee has expressed a willingness to perform the work described herein, and is specifically qualified and equipped to perform the work and will comply with the performance accountability measures of the Strong Workforce Program, Education Code §88820-88826.5, and the terms and conditions of this Agreement; and

NOW, THEREFORE, in consideration of these mutual promises, the Parties agree as follows:

1. **TERM OF MASTER AGREEMENT.** The term of this Master Agreement shall commence as of March 11, 2022 and be in full force and effect through June 30, 2027 unless terminated earlier or modified in accordance with this Agreement.
2. **SCOPE OF WORK.** Sub-Awardee agrees to provide the necessary personnel, services, equipment, and facilities to conduct the work as described in the scope of work (hereafter, "Work") attached as an exhibit to this Agreement, and by this reference incorporated herein. Sub-Awardee agrees to comply with all provisions of this Agreement and to perform all Work as set forth in this Agreement in a professional, timely and diligent manner. The scope of work for the following projects are attached as an exhibit:

| <b>Project</b>                        | <b>SWP Funding Allocation</b> | <b>Amount</b> | <b>Exhibit</b> |
|---------------------------------------|-------------------------------|---------------|----------------|
| College-Based Marketing               | SWP 21/22 (Round 6)           | \$100,000     | Exhibit A      |
| Work-Based Learning                   | SWP 21/22 (Round 6)           | \$112,456     | Exhibit B      |
| Faculty Institute-Research Investment | SWP 21/22 (Round 6)           | \$191,095     | Exhibit C      |

As regional projects are awarded to the Sub-Awardee, each project scope of work will be added to this Agreement with an amendment signed by the Parties.

3. **PROJECT PERIOD OF PERFORMANCE.** The performance period of each project will be stipulated in the scope of work or amendment to this Agreement.
4. **PROJECT AWARD AMOUNT.** The Fiscal Agent shall compensate the Sub-Awardee for each project as stipulated in the scope of work or amendment to this Agreement.
5. **PAYMENTS, INVOICING, REPORTING.** The frequency of payments, invoicing and reporting shall be stipulated in the scope of work or amendment to this Agreement.
6. **MODIFICATIONS.** This Agreement may be amended or modified upon the request of either Party. Any changes, modifications, revisions, addendums, amendments to this Agreement which are mutually agreed upon by the parties to this Agreement shall be incorporated by written instrument, signed and dated by the Fiscal Agent and Sub-Awardee.
7. **FUNDING.** The Strong Workforce Program is governed by California Education Code §88820-88826.5. The Strong Workforce Program funding is provided by the Chancellor's Office. The Fiscal Agent's obligation to pay the Sub-Awardee is conditioned upon receipt of funding from the Chancellor's Office and upon the Sub-Awardee's compliance with the terms and conditions of this Agreement. Sub-Awardee acknowledges that any work performed

prior to approval of the state or federal budget, as applicable, will be rendered on a voluntary basis, and shall not be compensated unless and until funding is authorized.

The Fiscal Agent shall, in its sole discretion, have the right to terminate or suspend this Agreement or reduce the funding and service levels proportionately upon thirty (30) days' written notice to Sub-Awardee in the event the funding ceases or is reduced prior to the ordinary expiration of the term. The termination shall be in accordance with Section 16, Termination, of this Agreement.

8. **RULES AND GUIDANCE.** All Work shall be in compliance with the Strong Workforce Program legislation, California Education Code §88820-88826.5. Additional guidance and resources can be found on the California Community Colleges Chancellor's Office website <https://www.cccco.edu/About-Us/Chancellors-Office/Divisions/Workforce-and-Economic-Development/Strong-Workforce-Program>

9. **NOTICES/CONTACTS.** All notices required by this Agreement shall be by written instrument and shall be delivered to the other party via (i) U.S. mail, postage prepaid, (ii) hand delivery, or (iii) electronic mail to the following individuals:

Notice to Fiscal Agent:

Sally Cox, CEO  
Foundation for Grossmont and Cuyamaca Colleges  
8800 Grossmont College Drive  
El Cajon, CA 92020  
Phone: (619) 644-7684  
Email: sally.cox@gcccd.edu

Notice to Sub-Awardee:

Benjamin Gamboa  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760) 757-2121 x2190  
Email: bgamboa@miracosta.edu

With a copy to:

Sue Fisher, Contracts Analyst  
Phone: (619) 644-7095  
Email: sue.fisher@gcccd.edu

Each Party agrees to notify the other, in writing, within 30 days of changes to project contacts.

10. **INDEPENDENT CONTRACTOR.** For the purpose of this Agreement and all work and services specified herein, the parties shall be, and shall be deemed to be, independent contractors and not agents or employees of the other party.

Sub-Awardee, in the performance of this Agreement, shall be and act as an independent contractor and not as an employee of the Fiscal Agent. The Sub-Awardee understands and agrees that it and all of its employees shall not be considered officers, employees or agents of the Fiscal Agent, and are not entitled to benefits of any kind or nature normally provided to employees of the Fiscal Agent and/or to which Fiscal Agent's employees are normally entitled, including, but not limited to, State Unemployment Compensation or Workers' Compensation. The Sub-Awardee assumes full responsibility for its acts and/or liabilities including those of its employees or agents as they relate to the services provided under this Agreement. The Sub-Awardee shall assume full responsibility for withholding and payment of all: Federal, State, Local and applicable income taxes; workers' compensation; contributions, including but not limited to, unemployment insurance and social security with respect to the Sub-Awardee employees. The Fiscal Agent will not withhold taxes, unemployment insurance or social security for the Sub-Awardee's employees or independent subcontractors. The Sub-Awardee agrees to indemnify and hold the Fiscal Agent harmless from and against any and all liability arising from any failure of the Sub-Awardee to withhold or pay any applicable tax, unemployment insurance or social security when dues.

11. **INSURANCE.** Acceptance of this Agreement constitutes that Sub-Awardee is not covered under the Fiscal Agent's general liability insurance and that Sub-Awardee agrees, during the term of this Agreement, to maintain, at the Sub-Awardee's sole expense, all necessary insurance for its officers, agents, and employees, including but not limited to worker's compensation (if required by law), liability, disability, and unemployment insurance. Certificates of insurance shall be provided to the Fiscal Agent. Specifically, during the term of this agreement, Sub-Awardee shall maintain in full force and effect the kinds of insurance, containing the limits of liability set forth below:

- A. Workers' Compensation: Sub-Awardee shall comply with the workers' compensation law of the state wherein the services are to be rendered. Such policy shall provide coverage for all persons engaged in the activities described in this Agreement under the employ, supervision or control of the Sub-Awardee.
- B. General Liability: The policy shall contain a combined single limit of liability of not less than \$2,000,000 per occurrence and not less than \$5,000,000 in the aggregate.
- C. Automobile Liability: If automotive vehicles are operated by Grantee in Grantee's performance of Grantee's obligations under this agreement, Grantee shall maintain an automobile liability policy which shall include coverage on all owned, non-owned and hired vehicles and shall have a minimum limit of liability of not less than \$1,000,000 per occurrence.

Coverage shall be placed with an insurer having a Best's Key Rating of "A-" or better. Sub-Awardee shall furnish the Fiscal Agent with Certificates of Insurance evidencing such coverage. Such Certificate shall name the Foundation for Grossmont and Cuyamaca Colleges as additional insureds and provide that it can be cancelled only with thirty (30) days prior written notice to the Foundation. If any of the foregoing coverages expire, change, or are canceled, Sub-Awardee shall notify the Foundation within thirty (30) days prior to the effective date of such expiration, change or cancellation.

12. **PROCUREMENT.** The Sub-Awardee shall secure all equipment and services that are required in the performance of this Agreement and shall comply with their district's procurement policy and procedures adopted by their governing board. The Sub-Awardee shall maintain and administer a sound business program for ensuring the proper use, maintenance, repair, protection, insurance and preservation of equipment procured.

13. **TRAVEL.** The Sub-Awardee shall comply with their district's travel policy and procedures adopted by their respective Governing Board.

#### 14. RECORDS AND/AUDITS

- A. Records. Sub-Awardee must maintain records regarding the use of program funds, and progress made towards objectives, performance, and placement and use of equipment purchased for a period of three (3) years after the ending date of this Agreement.
- B. Audit. Sub-Awardee agrees that the Fiscal Agent, the Chancellor's Office, the Bureau of State Audits, and any other appropriate state or federal oversight agency, or their designated representative(s), shall have the right to review and to copy any records and supporting documentation pertaining to the performance of this Agreement. Sub-Awardee agrees to maintain such records for possible audit for a minimum of three (3) years after final payment or until any audit findings have been resolved, unless a longer period of records retention is stipulated. Sub-Awardee agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. Further, Sub-Awardee agrees to include a similar right of the Fiscal Agent, the Chancellor's Office, the Bureau of State Audits, any other appropriate state or federal oversight agency, or their designed representative(s) to audit records and interview staff in any subcontract related to performance of this Agreement.

15. **INTELLECTUAL PROPERTY.** Any work product resulting from this Agreement falls under the Chancellor's Office Creative Commons Attribution license which gives permission to the public to reproduce, distribute, perform, display or adapt the licensed materials for any purpose, so long as the user gives attribution to the author.

#### 16. TERMINATION.

- A. Without Cause. A Party may suspend or terminate this Agreement upon thirty (30) days advance written notice to the other Party or Parties prior to the requested termination date. Termination of this Agreement, however, will not invalidate commitments or obligations entered into prior to the date of termination that cannot be cancelled.
- B. With Cause. Each Party may terminate this Agreement upon any other Party's material breach of any provisions of this Agreement. A Party intending to terminate this Agreement pursuant to this subsection shall provide the breaching Party with written notice at least 30 days ("Cure Period") before the effective termination date. Such notice by the non-breaching Party shall specify the provision of this Agreement that was breached by the breaching Party, the acts or omissions of the breaching Party that constitute a material breach of this Agreement, and the

corrective action and/or remedy requested from the breaching Party, and provide the breaching Party with an opportunity to cure the material breach within the Cure Period unless the non-breaching party shall agree in writing to an extension of the Cure Period before the expiration of the Cure Period. Upon expiration of the Cure Period, and if the breaching party has not cured the breach and provided written notice of such cure to the non-breaching Party, this Agreement shall terminate effective the day immediately following the expiration of the Cure Period without any further notice by the Parties.

- C. If Chancellor's Office terminates the Strong Workforce Program funding allocation in whole or in part for any reason, the Parties may terminate this Agreement to the same extent, effective upon written notice. The conditions of termination, including allowability of close-down costs and costs for pre-existing obligation, shall be the same conditions imposed by the Chancellor's Office.
- D. All Parties agree to use all reasonable efforts to mitigate their expenses and obligations hereunder. In such event, the Fiscal Agent shall pay Sub-Awardee for all satisfactory services rendered and expenses incurred prior to such termination which could not by reasonable efforts of Sub-Awardee have been avoided.
- E. Notice of termination shall be sent in accordance with the Notices section of this Agreement. Upon receipt or issue by all Parties of a written termination notice, all Parties shall cancel all outstanding obligations under this Agreement. Work shall stop, and all Parties shall not incur new obligations after the effective date of the termination.

17. **DISPUTES.** All claims, disputes, and other matters in question between the Parties arising out of or relating to this Agreement or the breach thereof shall be addressed in the following manner. The Parties shall enter into good faith negotiations to reach an equitable settlement. If a good faith settlement cannot be reached, the Parties may agree to select a method of dispute resolution other than litigation, such as arbitration, mediation, mini-trial, or other method of alternative dispute resolution. In the event that the Parties are unable to agree on a method of dispute resolution other than litigation, suit may be brought in a court located nearest the Fiscal Agent's office involved in the suit. Should it be necessary for a Party to initiate legal proceedings to resolve disputes arising out of or relating to this Agreement, the prevailing Party shall be entitled to receive from the other Party all costs and expenses, including reasonable attorney's fees, incurred in such proceedings. Notwithstanding the fact that a dispute, controversy or question shall have arisen in the interpretation of any provision of this Agreement, the performance of any work, the delivery of any material, the payment of any moneys to the Sub-Awardee, or otherwise, Sub-Awardee agrees that it will not directly or indirectly stop or delay the work directed by the Fiscal Agent, or any party thereof, or stop or delay the delivery of any material or services required to be furnished hereunder, pending the determination of such dispute or controversy, regardless of whether such dispute, controversy, or question is or may be subject to litigation or other form of dispute resolution.

18. **INDEMNIFICATION.** Each Party to this Agreement agrees to defend, indemnify, and hold harmless the other Parties, their officers, agents, employees and volunteers, from and against all loss, cost, and expense arising out of any liability or claim of liability, sustained or claimed to have been sustained, arising out of activities, or its performance or nonperformance of obligations under this Agreement, of the indemnifying authority, or those of any of its officers, agents, employees, or volunteers. The provisions of this Article do not apply to any damage or losses caused solely by the negligence or willful misconduct of the Parties seeking indemnification or any of its agents or employees.

19. **NON-DISCRIMINATION AND AFFIRMATIVE ACTION.** The Sub-Awardee agrees that they will not discriminate against any employee or applicant for employment in connection with the performance of this Agreement because of race, color, religion, national origin, age, sex, marital status, or physical handicap; and shall take affirmative action to ensure that applicants are employed, and employees are treated during employment, without regard to their race, religion, color, age, national origin, sex, or physical handicap.

20. **COMPLIANCE WITH APPLICABLE LAWS.** It is understood and agreed that this Agreement shall be governed by the laws of the State of California both as to the interpretation and performance; venue of any action brought with regard to this Agreement shall be in San Diego County, state of California. Sub-Awardee shall be subject to and shall comply with all Federal, State and local laws and regulations applicable with respect to its performance of services under this Agreement.

21. **UNENFORCEABLE PROVISION.** In the event that any provision of this Agreement is unenforceable or held to be unenforceable, then the Parties agree that all other provisions of this Agreement remain in full force and effect and shall not be affected thereby.

22. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS.

- A. By executing this contractual instrument, Sub-Awardee agrees to comply with applicable federal suspension and debarment regulations, including, but not limited to, regulations implementing Executive Order 12549 (29 C.F.R. Part 98).
- B. By executing this contractual instrument, Sub-Awardee certify to the best of their knowledge and belief that it and its principals and any subcontractors hired under this agreement:
  - 1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by and federal department or agency.
  - 2. Have not, within a three (3) year period preceding the execution of this contractual instrument, been convicted of, or had a civil judgment rendered against them, for: (a) Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal State or Local) or private transaction or contract. (b) Violation of Federal or State antitrust statutes; (c) Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, making false claims, or obstruction of justice; or (d) Commission of any other offense indicating a lack of business integrity or business honesty that seriously and directly affects Sub-Awardee present responsibility.
  - 3. Are not presently indicted for, or otherwise criminally or civilly charged by any government entity (Federal, State or Local), with commission of any of the offenses enumerated in B (2) above, of this certification.
  - 4. Have not, within a three (3) year period preceding the execution of this contractual instrument, had one or more public transaction (Federal, State or Local) terminated for cause or default.

23. EXECUTION OF THIS AGREEMENT. The Parties agree that this Agreement may be executed in counterparts, each of which shall be deemed to be an original, but both of which together shall constitute one and the same instrument, and that a photocopy or facsimile may serve as an original. If this Agreement is executed in counterparts, no signatory hereto shall be bound until both Parties have fully executed a counterpart of this Agreement. A manually signed copy of this Agreement transmitted by email or any other means of electronic transmission shall be deemed to have the same legal effect as delivery of an original signed copy of this Agreement.

24. AUTHORITY TO BIND. The parties each represent and warrant that the signatories below are authorized to sign this Agreement.

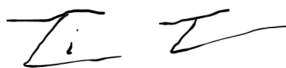
25. TERMS AND CONDITIONS. The parties hereto acknowledge that they have read and understood this Agreement completely, and willfully comply with all terms and conditions of this Agreement set forth herein.

IN WITNESS WHEREOF, the Parties to this Agreement have executed this Agreement by their duly authorized representatives on the dates of their signatures.

**FOUNDATION FOR GROSSMONT AND CUYAMACA COLLEGES**

**MIRACOSTA COLLEGE**

By: Sally Cox  
(Signature of authorized official)

By:   
(Signature of authorized official)

Name: Sally Cox

Name: Tim Flood

Title: Chief Executive Officer

Title: Vice President Administrative Services

Date: 3/11/2022

Date: 3/17/2022

**Regional Strong Workforce Project: College Based Marketing (“Project”)**

1. **PERIOD OF PERFORMANCE.** The period of performance shall begin July 1, 2022 and end June 30, 2023.
2. **SCOPE OF WORK.** The Sub-Awardee shall perform the services and work as described in this exhibit. Sub-Awardee agrees to comply with all provisions of this exhibit and to perform all the work in a professional, timely and diligent manner.
3. **COLLABORATION.** All Parties agree to work collaboratively with all other colleges in the region in order to complete the Scope of Work. Collaboration will include attending regular meetings and communication among the project partners, and periodic written updates and presentations.
4. **AWARD.** Total payments to the Sub-Awardee for the Project shall not exceed \$100,000. Sub-Awardee must spend all of the funds allocated within the timeframe of the performance period, and hereby agrees the use of funds will comply with the intent of the Strong Workforce Program guidelines (Education Code §88820-88826.5), and all modifications to such Education Code.
5. **BUDGET.** Sub-Awardee agrees that expenditure of funds will be in accordance with the project budget submitted by the Sub-Awardee as stipulated in this exhibit. Modifications to the budget are allowed without prior approval, as long as budget categories are not added or deleted, the total amount is not affected, and the outcomes of Scope of Work will not be materially affected.
6. **PAYMENT.** Sixty percent (60%) of the award will be issued as an advance payment to Sub-Awardee upon receipt of a fully executed Master Agreement and invoice from Sub-Awardee for the Project. Thereafter, the Fiscal Agent shall reimburse Sub-Awardee for actual expenditures through an invoicing process as stipulated in Section 7, Invoices, up to but not exceeding the amount listed above under Section 4, Award.
7. **INVOICES.** Invoices must reference the contract number (located at the top of this page), include the name of the Project, include an invoice number, invoice date, the payee’s name and remittance address, and total amount due. All invoices must be supported with financial documents that itemize actual expenditures by category for the Project.

The Fiscal Agent may request additional back-up documentation for expenditures, if required to adhere to compliance terms and standards. Invoices shall be sent to the Fiscal Agent contact in Section 10, Contacts.

Final payment is contingent upon completion of the Scope of Work, upon receipt of a final invoice requesting payment for actual expenditures, supporting documents (copy of financial ledger for the duration of the performance period), and after review of reporting in NOVA. A final invoice and supporting documents are due no later than August 15, 2023.

8. **REPORTING.** The Sub-Awardee shall prepare and submit qualitative and quantitative progress reports and a final report as required to the Fiscal Agent, according to the California Community College Chancellor’s Office schedule, for all activities set forth in this exhibit. Sub-Awardee will provide reports as requested at any time to the Fiscal Agent in a timely manner. Final reporting in NOVA is due August 15, 2023.

The Regional Strong Workforce Program funding is project-based and reporting of expenditures is required in NOVA. The Sub-Awardee agrees to adhere to the fiscal reporting frequency and submit outcomes and data as required.

9. **MODIFICATIONS.** Substantial changes to the program components and service levels detailed in the Scope of Work must be submitted for prior approval by the Fiscal Agent.

10. CONTACTS. All invoices, supporting documentation, progress and final reports from the Sub-Awardee will be sent to the Fiscal Agent representative:

Sally Cox, CEO  
Foundation for Grossmont and Cuyamaca Colleges  
8800 Grossmont College Drive  
El Cajon, CA 92020  
Phone: (619) 644-7684  
Email: sally.cox@gcccd.edu

With a copy to:  
Sue Fisher, Contracts Analyst  
Phone: (619) 644-7095  
Email: sue.fisher@gcccd.edu

All modification requests to the Scope of Work and budget must be approved by the Project Manager:

Danene Brown, Regional Consortium Chair  
Foundation for Grossmont and Cuyamaca Colleges  
8800 Grossmont College Drive  
El Cajon, CA 92020  
Phone: (619) 644-7815  
Email: danene.brown@gcccd.edu

The Sub-Awardee shall assign an individual to serve as a liaison between the Sub-Awardee and the Fiscal Agent, other project partners, and the Regional Consortium, to ensure the scope of work is performed. The Sub-Awardee's liaison will submit reports to the Fiscal Agent. Invoices and financial supporting documentation shall be certified and submitted by the Sub-Awardee's fiscal contact. The Parties agree to notify the other if contacts change.

Sub-Awardee Project Liaison:

Benjamin Gamboa  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760) 757-2121 x2190  
Email: bgamboa@miracosta.edu

Sub-Awardee Project Fiscal Contact:

Lois Templin  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760) 795-6831  
Email: ltemplin@miracosta.edu

## **Regional SWP Request for Applications College-Based Marketing Project**

### **Context and Purpose of the RFA**

The gap between job openings and the availability of qualified applicants is expected to increase – with employers unable to find qualified applicants for more than one million jobs statewide by 2025. With current enrollment and retention trends, the current number of students training in CE programs in the region and statewide is not expected to fill this gap. Strong Workforce Program local funds will provide additional CE training opportunities, but students must be able to access programs and successfully complete these programs. This project will support the colleges in San Diego and Imperial Counties with their student outreach, retention, and completion marketing strategies.

### **Marketing Project**

The purpose of this funding is to support college-based marketing initiatives that increase the awareness, recruitment, retention and completion of career education students. This project must support the region in improving Strong Workforce outcome metrics including:

- Enrollment
- Students with a noncredit workforce skills gain
- Students who completed 9+ CTE units
- Students who earned a noncredit certificate over 48 contact hours, a CCCCO approved CTE credit certificate, associate degree, ADT, CCC bachelor's degree or apprenticeship journey status

Examples of aligned initiatives that target specific students include:

- Equity Focus:
  - On a specific population to target
  - On a specific interventions to be implement to address the unique needs of a specific population
- Internal Marketing for students that:
  - Need one more class to complete a certificate or degree
  - Have applied to the college but have not enrolled in any courses
  - Have taken classes in previous semesters, but are not currently enrolled
- Defined pathways with K12/Adult Education/Noncredit
- Program Collateral – photos, videos: student success stories, career highlights, job duties, etc.

These funds cannot be used to supplant activities or expenses. These funds must be used for college-based marketing strategies related to awareness, recruitment, retention and completion



of career education students. These funds may be used for internal and external marketing campaigns.

### **Funding Details**

Due to the SWP funding round, this RFA will be split into two funding sources:

Round 5: Up to \$50,000 per college Funding must be spent by June 30, 2022.

Round 6: Up to \$100,000 per college Funding must be spent by June 30, 2023.

The maximum allocation per college is \$150,000.

### **Project Outcome**

This regional investment is designed to increase student awareness, recruitment, retention, and completions at the colleges, with the long-term impact of increasing student employment and reducing the middle-skills jobs gap in San Diego and Imperial Counties.

### **PLEASE COMPLETE THE SECTIONS BELOW**

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**Institution Name:** MiraCosta College

**Project Lead(s) (First & Last Names):** Benjamin Gamboa and Kristen Huyck

**Project Lead(s) Email Address:** [bgamboa@miracosta.edu](mailto:bgamboa@miracosta.edu) and [khuyck@miracosta.edu](mailto:khuyck@miracosta.edu)

### **Description of proposed project:**

*Describe the project or activity you plan to implement.*

#### **PART 1: CONCIERGE**

The proposed project calls for the implementation of a “Concierge” service.

Approximately 400 recruitment/enrollment leads come in monthly, however other than forwarding to the respective department and including information on future electronic enrollment marketing, there isn’t capacity to follow-up with each individual request. For this reason, we have hundreds of leads per month with an unknown outcome in terms of their decision to enroll or if they received the support they needed. The “Concierge” model calls for the hiring of an ombudsperson who will be assigned a caseload to follow up and steward through the application, enrollment, and registration process. The ombudsperson will remain in contact through the student’s preferred modality (email, phone, text message, Zoom, etc.) to address any barriers the student may have in their journey of higher education.

The ombudsperson will uphold knowledge of many of the programs and services MiraCosta College offers. However, their job will not be to answer all the questions of the future students but to serve as the conduit on how/where to gain the assistance/support that they need.

While the “Concierge” model is not new, it will be the first time implemented at MiraCosta College. It will support first-year students and populations that are disproportionately served and targeted in the second part of our marketing campaign. Furthermore, MiraCosta College is procuring and implementing a case management-style CRM system, which should be initially launched in Fall 2022. This “Concierge” service will provide a use case of how student recruitment can be logged, tracked, and successfully completed within the CRM. Similarly, this “Concierge” will inform similar design of services for student retention and completion case-management services.

## PART 2: MARKETING

To ensure the enrollment pipeline remains fluid, funding for the project will be allocated to continue broad-based marketing to include:

- Social media
- Digital presence

Populations in underserved communities and demographics will be targeted with culturally relevant marketing materials through relevant social media and digital marketing.

*How does this project increase awareness, recruitment, retention, success or completion?*

To complement the tremendous amount of marketing and retention underway, the “Concierge” model will enhance what is already underway. We know there is a gap between the number of students who apply for college and those who eventually register. The “Concierge” program will provide case management support to prospective students in obtaining the information needed to remove the many barriers faced.

### **Target Population:**

*Describe the students who will be impacted by this project or activity. Why was this population selected?*

This project impacts the following students:

1. Approximately 400 students who contact MiraCosta College monthly interested in learning more about the college whose enrollment and service outcome is unknown.
2. Potential students from underserved and disproportionately impacted populations who are considering acquiring an education in a Career Education program.

In particular, this project will focus on marketing and recruitment of students of color living in Oceanside and North Carlsbad who have historically been recruited and enrolled in college at lower rates than other demographics within the MiraCosta service area.

**Strong Workforce Metrics:**

*Which SWP metrics are supported by this project or activity?*

This project is initially impacting the SWP Student metric. Between 2015-2016 and 2019-2020, MiraCosta College has declined by over 900 students identified as an SWP student according to the Cal-Pass Plus Launchboard. Furthermore, local data suggests an additional 20-25% decline in SWP students since spring 2020. These decreases also disproportionately impact students of color. Our goal would be to impact a total of 7,200 prospective students with this project and increase our SWP student metric by 900 students by June 30, 2023. We calculated the number of students impacted by multiplying the number of leads per month (400 students) and total project timeline (18 months). To determine the increase in SWP Student metric, we assumed an enrollment conversion rate of 12.5% (or 1/8) of the total impacted students.

Simultaneously, MiraCosta has experienced improvements in our retention and completion metrics over the same time period, so focusing on recruiting students of color will begin to move the needle on equitable outcomes.

**Detailed Budget Round 6 up to \$100,000 - (Funding must be expended by June 30, 2023):**  
*Please detail the budget items by object code.*

| <b>Object</b>              | <b>Classification</b>                 | <b>Itemized List of Budgeted Expenses</b>                        | <b>Total</b>     |
|----------------------------|---------------------------------------|--|------------------|
| 1000                       | Instructional Salaries                |  |                  |
| 2000                       | Non-instructional Salaries            | “Concierge” classified staff (ASA II), working 22 hours weekly   | \$40,451         |
| 3000                       | Employee Benefits                     | Taxes/benefits at 32% including healthcare                       | \$35,365         |
| 4000                       | Supplies and materials                |  |                  |
| 5000                       | Other Operating Expenses and Services | Marketing tactics:<br>Digital presence and social media \$24,184 | \$24,184         |
| 6000                       | Capital Outlay                        |  |                  |
| <b>Total Program Costs</b> |                                       |  | <b>\$100,000</b> |

Indirect is not permitted on this project.

**Regional Strong Workforce Project: Work-Based Learning (“Project”)**

1. **PERIOD OF PERFORMANCE.** The period of performance shall begin July 1, 2022 and end June 30, 2023.
2. **SCOPE OF WORK.** The Sub-Awardee shall perform the services and work as described in this exhibit. Sub-Awardee agrees to comply with all provisions of this exhibit and to perform all the work in a professional, timely and diligent manner.
3. **COLLABORATION.** All Parties agree to work collaboratively with all other colleges in the region in order to complete the Scope of Work. Collaboration will include attending regular meetings and communication among the project partners, and periodic written updates and presentations.
4. **AWARD.** Total payments to the Sub-Awardee for the Project shall not exceed \$112,456. Sub-Awardee must spend all of the funds allocated within the timeframe of the performance period, and hereby agrees the use of funds will comply with the intent of the Strong Workforce Program guidelines (Education Code §88820-88826.5), and all modifications to such Education Code.
5. **BUDGET.** Sub-Awardee agrees that expenditure of funds will be in accordance with the project budget submitted by the Sub-Awardee as stipulated in this exhibit. Modifications to the budget are allowed without prior approval, as long as budget categories are not added or deleted, the total amount is not affected, and the outcomes of Scope of Work will not be materially affected.
6. **PAYMENT.** Sixty percent (60%) of the award will be issued as an advance payment to Sub-Awardee upon receipt of a fully executed Master Agreement and invoice from Sub-Awardee for the Project. Thereafter, the Fiscal Agent shall reimburse Sub-Awardee for actual expenditures through an invoicing process as stipulated in Section 7, Invoices, up to but not exceeding the amount listed above under Section 4, Award.
7. **INVOICES.** Invoices must reference the contract number (located at the top of this page), include the name of the Project, include an invoice number, invoice date, the payee’s name and remittance address, and total amount due. All invoices must be supported with financial documents that itemize actual expenditures by category for the Project.

The Fiscal Agent may request additional back-up documentation for expenditures, if required to adhere to compliance terms and standards. Invoices shall be sent to the Fiscal Agent contact in Section 10, Contacts.

Final payment is contingent upon completion of the Scope of Work, upon receipt of a final invoice requesting payment for actual expenditures, supporting documents (copy of financial ledger for the duration of the performance period), and after review of reporting in NOVA. A final invoice and supporting documents are due no later than August 15, 2023.

8. **REPORTING.** The Sub-Awardee shall prepare and submit qualitative and quantitative progress reports and a final report as required to the Fiscal Agent, according to the California Community College Chancellor’s Office schedule, for all activities set forth in this exhibit. Sub-Awardee will provide reports as requested at any time to the Fiscal Agent in a timely manner. Final reporting in NOVA is due August 15, 2023.

The Regional Strong Workforce Program funding is project-based and reporting of expenditures is required in NOVA. The Sub-Awardee agrees to adhere to the fiscal reporting frequency and submit outcomes and data as required.

9. **MODIFICATIONS.** Substantial changes to the program components and service levels detailed in the Scope of Work must be submitted for prior approval by the Fiscal Agent.

10. CONTACTS. All invoices, supporting documentation, progress and final reports from the Sub-Awardee will be sent to the Fiscal Agent representative:

Sally Cox, CEO  
Foundation for Grossmont and Cuyamaca Colleges  
8800 Grossmont College Drive  
El Cajon, CA 92020  
Phone: (619) 644-7684  
Email: sally.cox@gcccd.edu

With a copy to:  
Sue Fisher, Contracts Analyst  
Phone: (619) 644-7095  
Email: sue.fisher@gcccd.edu

All modification requests to the Scope of Work and budget must be approved by the Project Manager:

Danene Brown, Regional Consortium Chair  
Foundation for Grossmont and Cuyamaca Colleges  
8800 Grossmont College Drive  
El Cajon, CA 92020  
Phone: (619) 644-7815  
Email: danene.brown@gcccd.edu

The Sub-Awardee shall assign an individual to serve as a liaison between the Sub-Awardee and the Fiscal Agent, other project partners, and the Regional Consortium, to ensure the scope of work is performed. The Sub-Awardee's liaison will submit reports to the Fiscal Agent. Invoices and financial supporting documentation shall be certified and submitted by the Sub-Awardee's fiscal contact. The Parties agree to notify the other if contacts change.

Sub-Awardee Project Liaison:

Benjamin Gamboa  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760) 757-2121 x2190  
Email: bgamboa@miracosta.edu

Sub-Awardee Project Fiscal Contact:

Lois Templin  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760) 795-6831  
Email: ltemplin@miracosta.edu

**SECTION IV: LETTER OF INTENT/APPLICATION**

*Complete the fields below with the appropriate information. This form represents your college's intent and application for this RFA. This Letter of Intent/Application will be reviewed in consultation with the Regional Consortium*

|   |   |
|---|---|
| Institution Name                            | MiraCosta College   |
| Project Lead(s) (First & Last Name)         | Benjamin Gamboa   |
| Project Lead(s) Email(s)                    | <a href="mailto:bgamboa@miracosta.edu">bgamboa@miracosta.edu</a>  |
| WBL Coordinator (First & Last Name)         | Robin Allyn & Lizzette Herrera  |
| WBL Coordinator Email                       | <a href="mailto:rallyn@miracosta.edu">rallyn@miracosta.edu</a> & <a href="mailto:lherrera@miracosta.edu">lherrera@miracosta.edu</a> |
| CTE Dean/Associate Dean (First & Last Name) | Al Taccone  |
| CTE Dean/Associate Dean Email               | <a href="mailto:ataccone@miracosta.edu">ataccone@miracosta.edu</a>  |

**Current WBL Practices:** *Provide a narrative that describes your college's current Work-Based Learning functions, processes, and outcomes measures.*

MiraCosta provides two WBL liaisons—one from CE and one from non-CE disciplines—who assist faculty in accessing professional development to improve quality of WBL opportunities and increase the number of students accessing those opportunities by embedding WBL in the classroom. Professional development includes FLEX workshops and semester-long cohorts such as “Teaching in the Context of Careers.” Liaisons also track broader needs and assist faculty in developing college-wide WBL activities. WBL outcome measures include the number of students accessing WBL through their courses as reported through SG21 and the number of faculty accessing college and regional professional development.

**Work-based Learning Opportunities** *Provide a narrative addressing each of the following questions:*

- How will these funds be used to increase WBL opportunities for students?
- What strategies will be implemented to diversify the types of WBL opportunities available for students?
- How will areas of WBL need be identified?

In Spring 2022, MiraCosta will finalize processes to track and report students accessing WBL activities through student services including career exploration during matriculation activities and internships tracked through JAIN. In Fall 2022, MiraCosta will implement a student-based CRM allowing us to track and report student participation in other extracurricular WBL activities. According to the CCCCO Datamart, 8,708 students participated in WBL activities in FA20 and 7,996 students participated in WBL activities in SP21. These mean 68% of MiraCosta students participate in WBL activities each term. Additionally, these constitute approximately 33% and 25% students statewide participating in WBL activities each term, respectively. With over two-thirds of MiraCosta students accessing WBL activities each term, our plan is to focus on improving quality of WBL activities and the number of students participating in higher-level (SG21 A and/or B) WBL activities.

We will track student participation in various levels of WBL activities and determine where we can improve the diversity and quality of activities to ensure students in non-CE courses have equitable access to the same breadth, depth, and quality of WBL activities as CE students.

We will continue to use faculty surveys and our monthly newsletter to share and collect information regarding WBL. Using surveys, our WBL liaisons identify gaps in faculty knowledge and student access to WBL. The WBL liaisons then develop and deliver professional development targeted to those specific needs. We are also conducting an employer gap analysis, and the results will be used to identify gaps and opportunities in WBL activities.

**GOALS - Work-based Learning Opportunities** *List at least three specific goals to increase WBL opportunities and how these goals will be measured.*

The WBL liaisons will collaborate with CE researchers to assess student participation in WBL activities and identify access and equity gaps in depth, breadth, and quality of learning. This goal will be measured by the creation of a tangible research report.

The associate dean will collaborate with the MIS researcher and student services faculty and staff to finalize processes to track and report student-level extracurricular participation in WBL activities. This goal will be measured by the documentation of data collection and reporting processes.

The WBL liaisons will collaborate with the administrative assistant to the associate dean to develop a faculty WBL professional development participation tracking process. This goal will be measured by the documentation of a data collection and reporting process.

The WBL team will use results of the employer gap analysis to identify additional strategies to expand and improve depth, breadth, and quality of WBL activities. This goal will be measured by the creation of strategies to complete the goal.

**Equity Focus** *Provide a narrative addressing each of the following questions:*

- How will this project intentionally focus on equity and disproportionately impacted students?
- What strategies will be employed?
- How does this project align to the college's Equity initiatives?



The career education researchers will study whether disproportionate impact exists in access to WBL activities for various student populations. Once any DI is measured, the associate dean and WBL liaisons will identify the appropriate strategies to close any equity gaps. We will endeavor to leverage existing strategies used in SEA to avoid duplication of effort and promote institutionalization of processes and equity-mindedness. The associate dean and WBL liaisons are well-versed in equity and regularly discuss equity implications and strategies at our bi-weekly check-in meetings. A part of our efforts is to increase employment and wage outcomes for students of color, which would potentially eliminate multiple equity gaps in our Vision for Success and Strong Workforce metrics. Research suggests that WBL is one of the best strategies to eliminate equity gaps in employment and wages.

**GOALS - Equity Focus** *List at least three specific goals to intentionally focus on equity and disproportionately impacted students and how these goals will be measured.*

The WBL liaisons will collaborate with the career education researchers to produce a report that identifies any potential disproportionate impact in access and learning among and between various student populations. This goal will be measured by the creation of a tangible research report.

The associate dean and WBL liaisons will identify and deploy strategies to close any identified equity gaps in access and/or learning in WBL activities. This goal will be measured by reduced disproportionate impact.

The WBL liaisons will continue to integrate WBL into various campus-wide equity efforts such as professional development and data coaching. This goal will be measured by the number of faculty participating in professional development that includes WBL.

**Awareness** *Provide a narrative addressing each of the following questions:*

- What strategies will be implemented to promote the understanding and importance of WBL?
- What types of supports and activities will be provided to faculty and staff to increase WBL experiences?

In Spring 2022, MiraCosta will finalize processes to track and report students accessing WBL activities through student services including career exploration during matriculation activities and internships tracked through JAIN. In Fall 2022, MiraCosta will implement a student-based CRM allowing us to track and report student participation in other extracurricular WBL activities. According to the CCCCO Datamart, 8,708 students participated in WBL activities in FA20 and 7,996 students participated in WBL activities in SP21. These mean 68% of MiraCosta students participate in WBL activities each term. Additionally, these constitute approximately 33% and 25% students statewide participating in WBL activities each term, respectively. With over two-thirds of MiraCosta students accessing WBL activities each term, our plan is to focus on improving quality of WBL activities and the number of students participating in higher-level (SG21 A and/or B) WBL activities.

We will track student participation in various levels of WBL activities and determine where we can improve the diversity and quality of activities to ensure students in non-CE courses have equitable access to the same breadth, depth, and quality of WBL activities as CE students.

We will continue to use faculty surveys and our monthly newsletter to share and collect information regarding WBL. Using surveys, our WBL liaisons identify gaps in faculty knowledge and student access to WBL. The WBL liaisons then develop and deliver professional development targeted to those specific needs.

**GOALS - Awareness** *List at least three specific goals to promote the importance of WBL and support faculty and staff WBL efforts and how these goals will be measured.*

The WBL liaisons will collaborate with CE researchers to assess student participation in WBL activities and identify access and equity gaps in depth, breadth, and quality of learning. This goal will be measured by the creation of a tangible research report.

The associate dean will collaborate with the MIS researcher and student services faculty and staff to finalize processes to track and report student-level extracurricular participation in WBL activities. This goal will be measured by the documentation of data collection and reporting processes.

The WBL liaisons will collaborate with the administrative assistant to the associate dean to develop a faculty WBL professional development participation tracking process. This goal will be measured by the documentation of a data collection and reporting process.

**WBL Data Collection** *Provide a narrative that describes how the college is currently tracking student level WBL experiences to ensure equitable WBL offerings and alignment to the regional SG21 Framework.*

MiraCosta has fully integrated WBL tracking within the course outlines of record for every course in the catalog. Faculty select the appropriate SG21 coding when new courses are proposed or when existing courses are updated. Students who complete a course are identified with the appropriate SG21 code. The coding in the curriculum database is coded using the MIS definitions (A, B, C, etc.). The regional glossary is used to assist faculty in selecting the most appropriate MIS definition. Additionally, the service learning office submits to the MIS researcher a list of students who participate in service learning each term, and those students are coded with the appropriate SG21 coding of B. MiraCosta has identified the following student groups who are not yet coded: 1) students who participate in career/job fairs, 2) students who participate in career awareness/planning activities during matriculation, and 3) students who participate in individual or student club-based WBL outside of the classroom. According to the CCCCO Datamart, 8,708 students participated in WBL activities in FA20 and 7,996 students participated in WBL activities in SP21. These mean 68% of MiraCosta students participate in WBL activities each term, so identifying additional student groups to code is a lower priority than improving access to high-quality WBL activities. Additionally, it's a priority to determine where disproportionate impact may exist in access to and learning from WBL activities.

**GOALS - WBL Data Collection** *List at least three specific goals to improve the tracking of student level WBL experiences to ensure equitable WBL offerings and alignment to the regional SG21 Framework.*

The WBL liaisons will collaborate with CE researchers to assess student participation in WBL activities and identify access and equity gaps in depth, breadth, and quality of learning. This goal will be measured by the creation of a tangible research report.

The associate dean will collaborate with the MIS researcher and student services faculty and staff to finalize processes to track and report student-level extracurricular participation in WBL activities. This goal will be measured by the documentation of data collection and reporting processes.

The WBL liaisons will collaborate with the administrative assistant to the associate dean to develop a faculty WBL professional development participation tracking process. This goal will be measured by the documentation of a data collection and reporting process.

**Implementation and Sustainability:** How will you ensure ongoing implementation beyond the period of performance of this funding?

MiraCosta recently reorganized career studies and services under the associate dean of career education who also manages WBL and job placement. This reorganization provides additional opportunities to support institutionalization of processes, practices, and future positions. The career education grants office is leveraging local SWP and Perkins funding to support further implementation efforts beyond the regional efforts. Additionally, MiraCosta College is leveraging general funds to support professional development, including the “Teaching in the Context of Careers” semester-long professional development course eligible for all faculty and co-led by one of the WBL liaisons. Both liaisons actively collaborate with other faculty on local SWP and Perkins projects to ensure WBL strategies are included within various projects.

**Program Codes:** *Please list the Program names, SOC codes and TOPS codes covered or included in this project.*

**Program Name (TOP):**

Accounting (050200)

Office Technology/Office Computer Applications (051400)

Computer Software Development (070700)

Biotechnology and Biomedical Technology (043000)

Software Applications (070210)

Computer Information Systems (070200)

Small Business and Entrepreneurship (050640)

**SOC:**

13-1199.00 Business Operations Specialists, All Other

15-1132.00 Software Developers, Applications

15-1133.00 Software Developers, Systems Software

15-1199.00 Computer Occupations, All Other

43-3031.00 Bookkeeping, Accounting, and Auditing Clerks

43-6014.00 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive

51-9061.00 Inspectors, Testers, Sorters, Samplers, and Weighers

**Budget for Work Based Learning: Round 6: Start date: July 1, 2022 End date: June 30, 2023**

| Object                     | Classification                        | Itemized List of Budgeted Expenses   | Total            |
|----------------------------|---------------------------------------|--|------------------|
| 1000                       | Instructional/Academic Salaries       | WBL Liaisons: 36 hours per week for 52 weeks (18 per week per WBL Liaison) | \$94,377         |
| 2000                       | Non-instructional/Classified Salaries |  |                  |
| 3000                       | Employee Benefits                     | Benefits for above employees at average rate of 13%                        | \$12,795         |
| 4000                       | Supplies and materials                | Supplies for WBL Liaisons  | \$284            |
| 5000                       | Other Operating Expenses & Services   |  |                  |
| 6000                       | Capital Outlay                        |  |                  |
| <b>Total Program Costs</b> |                                       |  | <b>\$107,456</b> |

Indirect is not permitted on this project.

**Budget for Activity: Credit for Prior Learning****Round 6: Start date: July 1, 2022 End Date: June 30, 2023**

|      |  |                |
|------|--|----------------|
| 1000 | Instructional Salaries<br>Fall 2022 Reassigned Time for CPL Faculty Lead | \$5,000        |
| 2000 | Non-Instructional Salaries   |                |
| 3000 | Employee Benefits  |                |
| 4000 | Supplies and Materials   |                |
| 5000 | Other Operating Expenses and Services                                    |                |
| 6000 | Capital Outlay   |                |
|      | <b>TOTAL</b>   | <b>\$5,000</b> |

Indirect is not permitted on this project.

The purpose of this project is for a designated faculty to lead the Credit for Prior Learning (CPL) activities for the San Diego and Imperial Counties Regional Strong Workforce Plan.

- Designated faculty representative to lead CPL implementation at the college to include:
  - Attending and participating in regular monthly community of practice meetings
  - Provide information on how CPL students are assessed equitably at their college
  - Identifying students to participate in community of practice ensuring this work is student-centered
  - Providing information on how students will apply for CPL at their college
  - Providing information on how their college will collect data (i.e. how many courses are eligible; how many students apply)
  - Provide college level baseline data for 18/19-20/21 and college data for 21/22

**SUMMARY BUDGET FOR CONTRACT:**

|      |                                       | <b>WBL</b>     | <b>CPL</b>   | <b>Total</b>   |
|------|---------------------------------------|----------------|--------------|----------------|
| 1000 | Instructional Salaries                | 94,377         | 5,000        | 99,377         |
| 2000 | Non-Instructional Salaries            |                |              |                |
| 3000 | Employee Benefits                     | 12,795         |              | 12,795         |
| 4000 | Supplies and Materials                | 284            |              | 284            |
| 5000 | Other Operating Expenses and Services |                |              |                |
| 6000 | Capital Outlay                        |                |              |                |
|      | <b>TOTAL</b>                          | <b>107,456</b> | <b>5,000</b> | <b>112,456</b> |

Indirect is not permitted on this project.

**Regional Strong Workforce Project: Faculty Institute-Research Investment (“Project”)**

1. **PERIOD OF PERFORMANCE.** The period of performance shall begin July 1, 2022 and end June 30, 2023.
2. **SCOPE OF WORK.** The Sub-Awardee shall perform the services and work as described in this exhibit. Sub-Awardee agrees to comply with all provisions of this exhibit and to perform all the work in a professional, timely and diligent manner.
3. **COLLABORATION.** All Parties agree to work collaboratively with all other colleges in the region in order to complete the Scope of Work. Collaboration will include attending regular meetings and communication among the project partners, and periodic written updates and presentations.
4. **AWARD.** Total payments to the Sub-Awardee for the Project shall not exceed \$191,095. Sub-Awardee must spend all of the funds allocated within the timeframe of the performance period, and hereby agrees the use of funds will comply with the intent of the Strong Workforce Program guidelines (Education Code §88820-88826.5), and all modifications to such Education Code.
5. **BUDGET.** Sub-Awardee agrees that expenditure of funds will be in accordance with the project budget submitted by the Sub-Awardee as stipulated in this exhibit. Modifications to the budget are allowed without prior approval, as long as budget categories are not added or deleted, the total amount is not affected, and the outcomes of Scope of Work will not be materially affected.
6. **PAYMENT.** Sixty percent (60%) of the award will be issued as an advance payment to Sub-Awardee upon receipt of a fully executed Master Agreement and invoice from Sub-Awardee for the Project. Thereafter, the Fiscal Agent shall reimburse Sub-Awardee for actual expenditures through an invoicing process as stipulated in Section 7, Invoices, up to but not exceeding the amount listed above under Section 4, Award.
7. **INVOICES.** Invoices must reference the contract number (located at the top of this page), include the name of the Project, include an invoice number, invoice date, the payee’s name and remittance address, and total amount due. All invoices must be supported with financial documents that itemize actual expenditures by category for the Project.

The Fiscal Agent may request additional back-up documentation for expenditures, if required to adhere to compliance terms and standards. Invoices shall be sent to the Fiscal Agent contact in Section 10, Contacts.

Final payment is contingent upon completion of the Scope of Work, upon receipt of a final invoice requesting payment for actual expenditures, supporting documents (copy of financial ledger for the duration of the performance period), and after review of reporting in NOVA. A final invoice and supporting documents are due no later than August 15, 2023.

8. **REPORTING.** The Sub-Awardee shall prepare and submit qualitative and quantitative progress reports and a final report as required to the Fiscal Agent, according to the California Community College Chancellor’s Office schedule, for all activities set forth in this exhibit. Sub-Awardee will provide reports as requested at any time to the Fiscal Agent in a timely manner. Final reporting in NOVA is due August 15, 2023.

The Regional Strong Workforce Program funding is project-based and reporting of expenditures is required in NOVA. The Sub-Awardee agrees to adhere to the fiscal reporting frequency and submit outcomes and data as required.

9. **MODIFICATIONS.** Substantial changes to the program components and service levels detailed in the Scope of Work must be submitted for prior approval by the Fiscal Agent.

10. CONTACTS. All invoices, supporting documentation, progress and final reports from the Sub-Awardee will be sent to the Fiscal Agent representative:

Sally Cox, CEO  
Foundation for Grossmont and Cuyamaca Colleges  
8800 Grossmont College Drive  
El Cajon, CA 92020  
Phone: (619) 644-7684  
Email: sally.cox@gcccd.edu

With a copy to:  
Sue Fisher, Contracts Analyst  
Phone: (619) 644-7095  
Email: sue.fisher@gcccd.edu

All modification requests to the Scope of Work and budget must be approved by the Project Manager:

Danene Brown, Regional Consortium Chair  
Foundation for Grossmont and Cuyamaca Colleges  
8800 Grossmont College Drive  
El Cajon, CA 92020  
Phone: (619) 644-7815  
Email: danene.brown@gcccd.edu

The Sub-Awardee shall assign an individual to serve as a liaison between the Sub-Awardee and the Fiscal Agent, other project partners, and the Regional Consortium, to ensure the scope of work is performed. The Sub-Awardee's liaison will submit reports to the Fiscal Agent. Invoices and financial supporting documentation shall be certified and submitted by the Sub-Awardee's fiscal contact. The Parties agree to notify the other if contacts change.

Sub-Awardee Project Liaison:

Benjamin Gamboa  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760) 757-2121 x2190  
Email: bgamboa@miracosta.edu

Sub-Awardee Project Fiscal Contact:

Lois Templin  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760) 795-6831  
Email: ltemplin@miracosta.edu



**Section IV: Letter of Intent**

This form represents your college's intent to respond to this RFA. Please provide information about the project lead, Career Education Dean, and institutional researcher(s) who will be assigned the Faculty Institute.

|   |  |
|---|--|
| Institution Name  | MiraCosta College  |
| Project Lead (First & Last Names)                         | Benjamin Gamboa  |
| Project Lead Email  | <a href="mailto:bgamboa@miracosta.edu">bgamboa@miracosta.edu</a>         |
| CE Dean (First & Last Names)                              | Benjamin Gamboa  |
| CE Dean Email   | <a href="mailto:bgamboa@miracosta.edu">bgamboa@miracosta.edu</a>         |
| Institutional Research Administrator (First & Last Names) | Christopher Tarman   |
| Institutional Research Administrator Email                | <a href="mailto:ctarman@miracosta.edu">ctarman@miracosta.edu</a>         |
| Researcher 1 (First & Last Names)                         | Golnoosh Behrouzian  |
| Researcher 1 Email  | <a href="mailto:gbehrouzian@miracosta.edu">gbehrouzian@miracosta.edu</a> |
| Researcher 2 (First & Last Names)                         | n/a  |
| Researcher 2 Email  |  |
| Researcher 3 (First & Last Names)                         | n/a  |
| Researcher 3 Email  |  |

|  |    |
|--|----|
| Estimated # of faculty who will participate ( <i>no less than 15, but no more than 25</i> )* | 25 |
|--|----|

*\*As previously mentioned, colleges must recruit a minimum of 15 new faculty members—but no more than 25—for the Faculty Institute. If a college wants to have five returning faculty members in the second cohort, then the college must have at least 15 new faculty members and five returning faculty members, for a total of 20 faculty members.*

## Section V: RFA Application

**Fill in the fields below with the appropriate information; however, this form will not be finalized until after the consultation meeting(s) with the Regional Consortium. This form will be used for the SWP workplan in NOVA and the contract scope of work with the Regional Consortium.**

Project Description: The purpose of the Strong Workforce Faculty Institute is to support colleges in their research efforts related to student retention, persistence, and completion. The outcome of the Faculty Institute is to identify classroom-level interventions that will have a positive impact on these student outcomes, particularly for students from traditionally underserved populations.

- A. Target Population:** Career Education or Career Technical Education (CTE) faculty must be prioritized for the Institute as they have the first right of refusal. What types of faculty members will you recruit for the Faculty Institute? For example, what disciplines will you target and why?

MiraCosta will actively recruit from CE disciplines that did not participate in the first cohort, such as accounting, administration of justice, automotive technology, digital photography, horticulture, and hospitality. MiraCosta will also actively recruit from disciplines with lower-than-average retention and completion rates such as business, computer science, and computer studies and information technology. Because associate faculty make up >60% of our faculty teaching load, we will attempt to recruit more associate faculty, which will potentially create regional benefits for other colleges at which they teach.

- B. Major Outcomes or Leading Indicators:** What indicators or outcomes (e.g., classroom action plans completed) will you track to assess the efficacy of the Faculty Institute at your institution?

We will track 1) attendance at monthly check-ins and 2) timely progress on online form completion to assess ongoing faculty engagement. We will also track implementation of classroom action plans, student course retention, and successful course completion to assess efficacy of the investment.

**C. Metrics:** Which SWP metric(s) do you expect to impact with the Faculty Institute? Provide the baseline and baseline year. For metrics that do not apply, put “N/A.”

| Metric   | Baseline | Baseline Year |
|--|----------|---------------|
| Number of Enrollments  |          |               |
| Course Retention   | 83.8%    | 2019-2020     |
| Course Success   | 75.1%    | 2019-2020     |
| Students Who Earned 9+ Units in a Year   | 19%      | 2019-2020     |
| Number of Students Who Achieved a Noncredit Milestone                              |          |               |
| Number of Students Who Got a Degree, Certificate, or Apprenticeship Journey Status |          |               |
| Number of Students Who Transferred   |          |               |
| Job Placement  |          |               |
| Percentage Who Attained a Living Wage  |          |               |

**D. Implementation and Sustainability:** How will you institutionalize the collaboration between researchers and faculty beyond the Faculty Institute? How will you continue to develop a culture of evidence-based decision-making beyond the period of performance of this funding?

The associate dean of career education and research analysts for career education meet on a bi-weekly basis to discuss the career education research agenda and upcoming projects. These meetings have already been institutionalized. The researchers assigned to career education develop and maintain dashboards specific to career education, such as CTEOS survey results, program LMI data, Perkins metrics, and high school articulation to name a few. Additionally, the researchers have evaluated career education funding processes and will conduct focus groups for the 2022 comprehensive local needs assessment. The researchers have also offered well-attended professional development workshops for faculty using the aggregated classroom action plan data to determine common issues identified by faculty. Researchers are accessible to faculty on an ad hoc basis by a research request form.

**E. Investment Plan:** How will you use the funding? How will you leverage additional resources to support the Faculty Institute goals? (For example, “The college will use local SWP funds to provide culturally proficient instruction for faculty members.”) Refer to the itemized list of budgeted expenses on the following page, when necessary, to describe your investment plan.

MiraCosta will use the regional investment to provide the contracted stipends for faculty and salary and benefits for one research analyst assigned to career education. Twenty-five thousand dollars in local investments have been set aside to support faculty professional development in equity-minded teaching, learning, and student support practices. Additional college resources have been invested in the Cultural Competency Collective professional development program that mirrors the Faculty Institute in learning activities and outcomes. Furthermore, faculty leaders are investigating strategies to develop a faculty data-coaching program to institutionalize data-informed design and decision-making.

**F. Budget:** Colleges may request up to \$2,000 in stipends per faculty member participating in the Faculty Institute. Colleges may recruit no fewer than 20, but no more than 25 faculty members—up to \$50,000 for faculty stipends. Colleges may also request funding to expand or maintain expanded research capacity to support this project. Allowable uses of these funds include a researcher, software to support data analysis, and staff time to coordinate logistics. A total of \$150,000 is available for this project. Provide a detailed budget for each year.

**Phase 1 Budget: January 1 - June 30, 2022 (Up to \$25,000)**

| Object                      | Classification                        | Itemized List of Budgeted Expenses  | Total           |
|-----------------------------|---------------------------------------|---|-----------------|
| 1000                        | Instructional Salaries                | Faculty Stipends (25 at \$250 for attending 3/22 event)   | \$6,250         |
| 2000                        | Non-instructional Salaries            | Research Analyst salary (May '22 – Jun '22)   | \$14,709        |
| 3000                        | Employee Benefits                     | Benefits for employees above:<br>Faculty stipends at 11.19% (\$700)<br>Research Analyst at 32% + health (\$8,114) | \$8,814         |
| 4000                        | Supplies and materials                | n/a   | \$0             |
| 5000                        | Other Operating Expenses and Services | Mileage for attending 3/22 event (25 at 80.5 miles at \$0.56)   | \$1,127         |
| 6000                        | Capital Investment                    | n/a   | \$0             |
| <b>Total Program Costs*</b> |                                       |   | <b>\$30,900</b> |

\*Indirect is not permitted on this project.

**Phase 2 Budget: July 1, 2022, - June 30, 2023 (Up to \$125,000)**

| <b>Object</b>               | <b>Classification</b>                 | <b>Itemized List of Budgeted Expenses</b>   | <b>Total</b>     |
|-----------------------------|---------------------------------------|---|------------------|
| 1000                        | Instructional Salaries                | Faculty Stipends (25 at \$250 for attending 9/22 event - \$6,250)<br>Faculty Stipends (25 at \$1500 for completion of project - \$37,500) | \$43,750         |
| 2000                        | Non-instructional Salaries            | Research Analyst salary (July '22 – June '23)   | \$91,573         |
| 3000                        | Employee Benefits                     | Benefits for employees above:<br>Faculty stipends at 11.19% (\$4,896)<br>Research Analyst at 32% + health (\$49,749)                      | \$54,645         |
| 4000                        | Supplies and materials                | n/a   | \$0              |
| 5000                        | Other Operating Expenses and Services | Mileage for attending 9/22 event (25 at 80.5 miles at \$0.56)   | \$1,127          |
| 6000                        | Capital Investment                    | n/a   | \$0              |
| <b>Total Program Costs*</b> |                                       |   | <b>\$191,095</b> |

\*Indirect is not permitted on this project.

**G. Signatures**

Please include an email chain with approvals from the CE Dean responsible for this RFA, Institutional Research Administrator, appropriate CIO or CSSO, and President with your application.

## Appendix A: Faculty Letter of Commitment

To whom it may concern:

I, \_\_\_\_\_, fully commit to participating in the Strong Workforce Faculty Institute. I also understand that my involvement requires that:

- I participate in regular, monthly check-ins with the researcher(s) and Career Education Dean assigned to the Institute from my college.
- I attend professional learning events scheduled for March 11, 2022 and September 2022.
- I complete all sections of the Faculty Institute assignment no later than September 14, 2022.
- The assignment will be collaboratively reviewed and approved by the researcher(s) and CE Dean designated to this project, Regional Chair, and Center of Excellence (COE) Director.
- I understand that if the assignment is not approved, then I will have 30 calendar days to resubmit.
- I will implement the action plan I developed in my assignment after the Faculty Institute (September 2022).
- I will continue to collaborate with the researcher(s) and Career Education Dean to implement the action plan beyond the Faculty Institute (September 2022).

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
College Name

## Appendix B: Roles and Responsibilities

Faculty will be responsible for:

- Signing up for the Institute through their college's Career Education Dean
- Signing a letter of commitment, and acknowledging they are required to:
  - Participate in monthly check-ins with the researcher(s) and Career Education Dean to review their progress in the Faculty Institute assignment
  - Attend both professional learning events (March 11, 2022 and September 2022)
  - Complete the Faculty Institute assignment no later than September 14, 2022
  - Complete the Faculty Institute assignment in its entirety, in collaboration with researchers and the Career Education Dean from their institution

The Project Lead will be responsible for:

- Working with the Career Education Dean to recruit 15 to 25 faculty members
- Submitting a list of the faculty members who signed up for the second cohort of the Faculty Institute in the [Google Sheet](#) by January 31, 2022 to the Regional Consortium
- Submitting letters of commitment from each faculty member to [jedwards@miracosta.edu](mailto:jedwards@miracosta.edu) by January 31, 2022
- Scheduling and planning the monthly meetings
- Preparing materials for the monthly meetings
- Ensuring that all faculty members, institutional researchers, and deans are prepared for the monthly meetings
- Tracking faculty progress in the Faculty Institute assignment
- Attending both professional learning events (March 11, 2022 and September 2022)
- Attending the regional Data and Research Committee meetings, which will include a community of practice for the Faculty Institute

Career Education Deans will be responsible for:

- Submitting a list of faculty members (no more than 15 and no less than 25) who will participate in the Institute in response to the RFA
- Working with the project lead to plan the monthly meetings
- Attending both professional learning events (March 11, 2022 and September 2022)
- Working with their respective Institutional Research Administrators to determine how the funding will be spent to operationalize/sustain the collaboration between researchers and faculty beyond September 2022
- Approving each Faculty Institute assignment from their college in conjunction with the researcher(s) designated to the Institute, Regional Consortium Chair, and COE Director

Institutional Research Administrators will be responsible for:

- Working with their respective Career Education Deans to determine how the funding will be spent to operationalize/sustain the collaboration between researchers and faculty beyond September 2022
- Attending a quarterly strategic meeting for Institutional Research Administrators with the San Diego-Imperial Regional Consortium and Center of Excellence for Labor Market Research
- Providing guidance to the institutional researchers on their data and reports for the faculty

Researchers will be responsible for:

- Working with the project lead to plan the monthly meetings
- Attending the monthly meetings and providing assistance with the Faculty Institute assignments
- Attending both professional learning events (March 11, 2022 and September 2022)
- Compiling data for faculty participating in the Institute to assist them with completing the Faculty Assignment
- Attending the regional Data and Research Committee meetings, which will include a community of practice for the Faculty Institute