

EEO IBP Grant Reflection and Operational Impact Analysis

A strategic retrospective of the 2023–2025 EEO IBP Grant at Shasta College. Transforming operational realities, staff turnover, and funding challenges into a sustainable playbook for employee success.

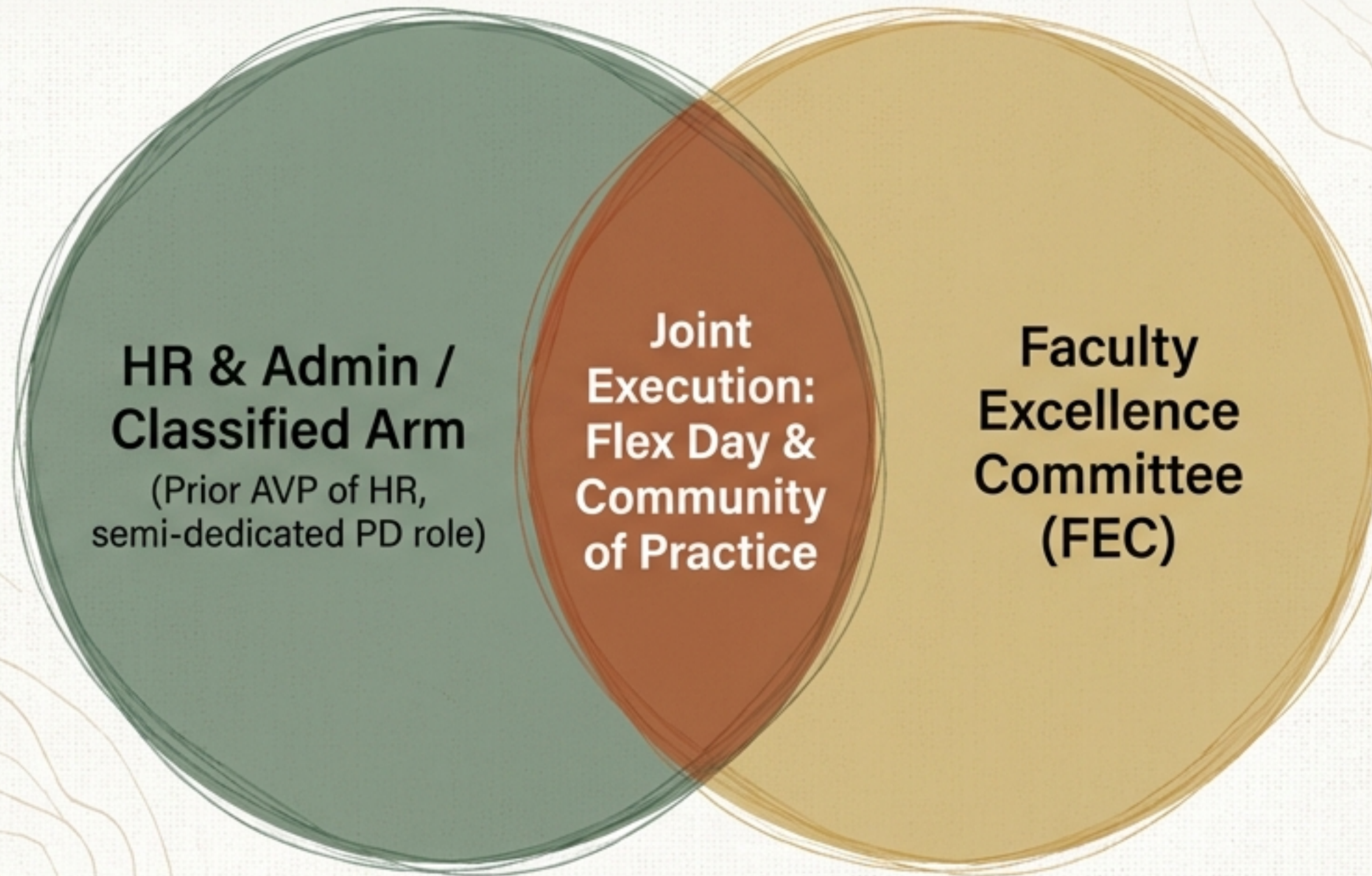
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ACHRO/EEO, Waves of Change, 2026

EEO IBP Grant: Core Goals (2023–2025)

-  • Goal 1: Increase workforce diversity through enhanced recruitment and pre-hire DEIA focused strategies.
-  • Goal 2: Promote culturally competent and evidence-based EEO and employment strategies through broad DEIA focused professional development.
-  • Goal 3: Increase employee promotion and retention through innovative and best practice post-hire professional development, leadership, and recognition strategies.
-  • Goal 4: Build internal capacity for sustainability and institutionalization of DEIA efforts by creating an equity-minded environment of inclusion and connection.

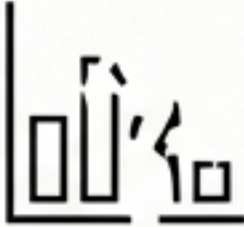
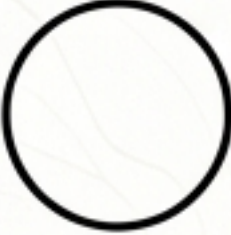
Cross-Functional Ambition Meets a Shotgun Proposal

The initial grant proposal was ambitious and broad. It sought to weave EEO goals directly into the fabric of daily employee development, rather than treating them as isolated compliance tasks.



KEY TAKEAWAY: We discovered our employees were already doing DEIA work—the grant provided the scaffolding to formalize and recognize it.

The Diagnostic: Original Assumptions vs. Operational Reality

	ORIGINAL ASSUMPTIONS	OPERATIONAL REALITY
Staffing	 Continuous, dedicated project management.	 Immediate PD Coordinator turnover; zero succession planning.
Data & Metrics	 Granular, accessible data sources to measure outcomes.	 Limited data mechanisms; significant budget revisions required.
Scope	 Flawless execution of all proposed initiatives.	 A “shotgun proposal” requiring strategic triage—some programs soared, others had to be let go.

Don't pigeonhole yourself and be so specific if you aren't sure you can meet that goal.

Bridging the Attrition Gap

Cross-departmental infrastructure ensured the grant survived the loss of its primary driver. The 2-year plan was executed without requiring a single spending extension.

AVP of HR + Faculty
Excellence Committee

2023: Year 1
Funding Initiated

Mid-2023 to Nov 2024:
PD Position Vacant

Nov 2024: New PD
Coordinator Begins

The EEO Impact Architecture



Impact: Two certifications in a row featured IBP activities making up nearly 50% of the certification requirements.

Recognition as Cultural Fuel

EEO initiatives are not just about compliance; they are powerful tools for morale and institutional cohesion during high-stakes evaluations.

“We had an accreditation site visit following the celebration, and the positive vibe was still going strong.”

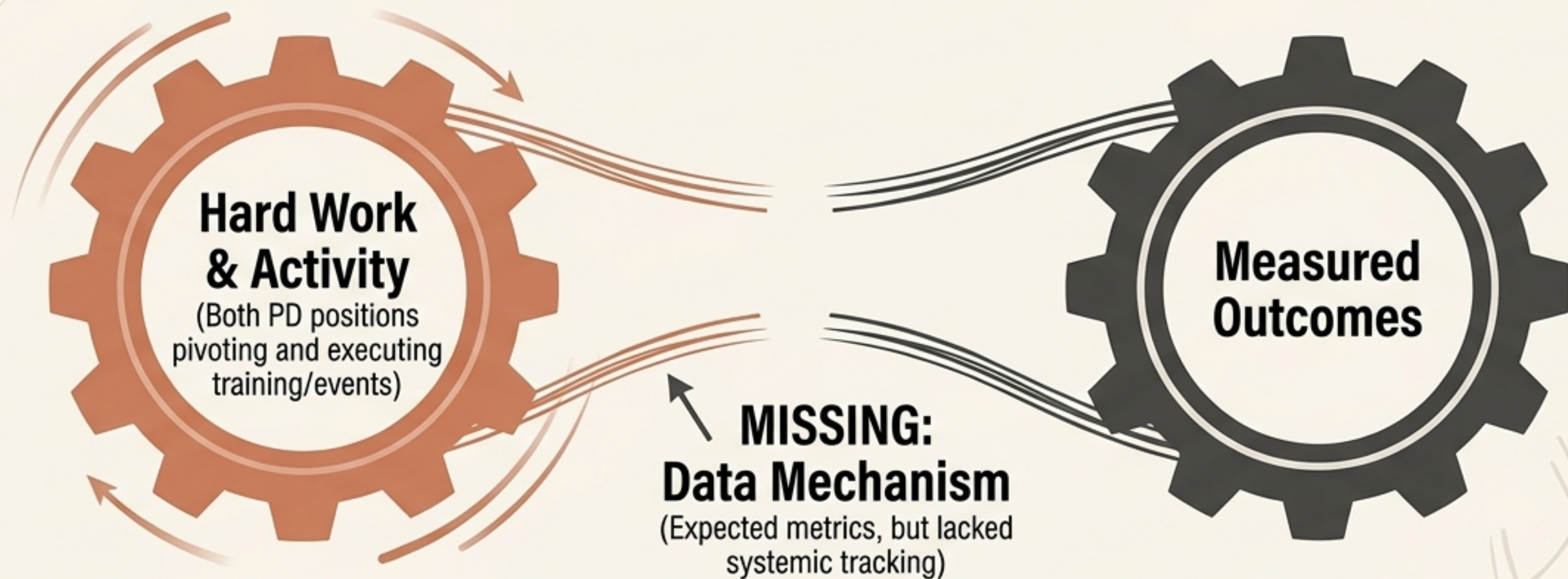
Nominees in all employee groups in all categories brought on stage for hoots and hollers

Broad Employee Celebration Week executed.

Accreditation Site Visit

The Measurement Gap

Strategic Advice: Before launching an initiative, establish the exact mechanism that will capture the data. Activity does not automatically equal measurable outcomes.



*We did the thing, which was harder than expected...
but we didn't have the data to show if it made a difference.*

Strategic Triage and Missed Opportunities

Cultural Competency & Implicit Bias Training

Intended as EEO advocacy, but never got off the ground due to the 2-year PD coordinator gap.

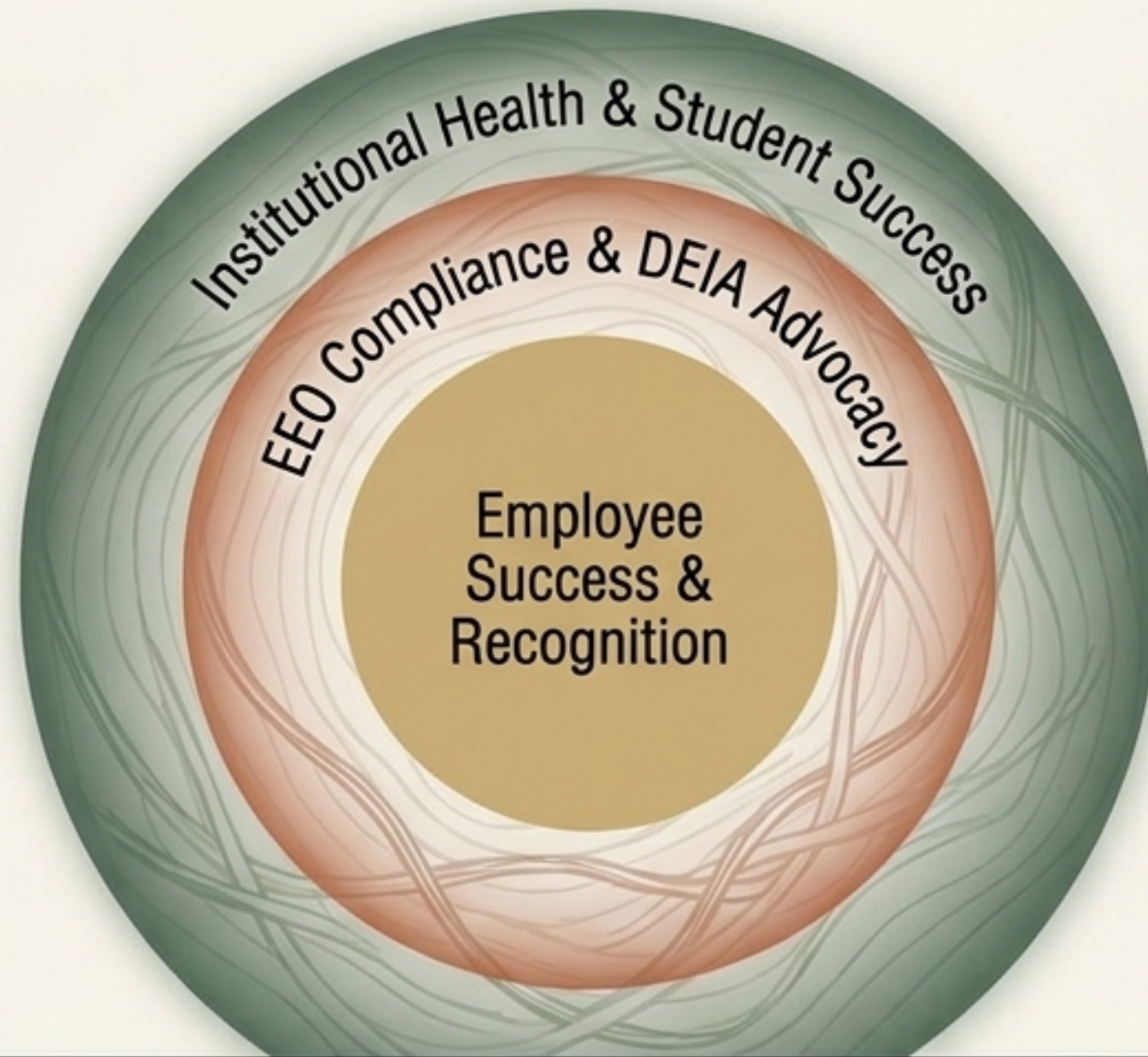
Round 2 Funding

Re-applied but denied. (Post-mortem insight: Approved applications seemed to heavily feature a mentoring component).

THE STRATEGIC TAKEAWAY

The grant catalyzed a permanent focus on employee development regardless of continued funding. If a strategy works, the momentum must survive the rejection letter.

The Sustainability Equation

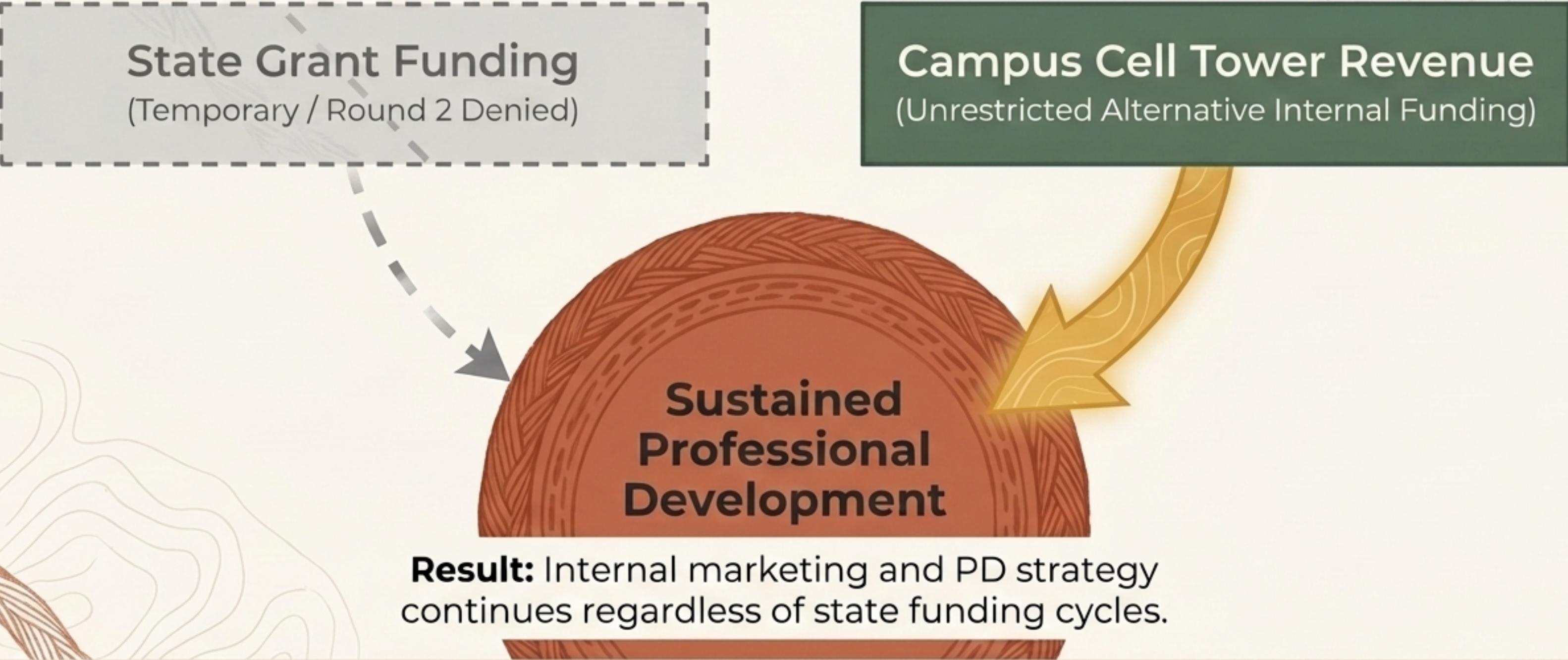


DEIA and EEO are not administrative 'add-ons' funded by temporary grants. They are the foundational soil of employee success. All stakeholders benefit when this core is integrated, not isolated.

Outlasting the Grant Cycle

State Grant Funding
(Temporary / Round 2 Denied)

Campus Cell Tower Revenue
(Unrestricted Alternative Internal Funding)



The diagram features a central brown, textured dome shape. A dashed grey arrow points from the 'State Grant Funding' box to the left side of the dome. A solid yellow arrow points from the 'Campus Cell Tower Revenue' box to the right side of the dome. The dome is labeled 'Sustained Professional Development'.

**Sustained
Professional
Development**

Result: Internal marketing and PD strategy continues regardless of state funding cycles.

KEY TAKEAWAY: If you have a strategy that is working, do not depend solely on the grant. Build sustainability throughout the entire process, not just when final results are received.

Building Infrastructure, Not Just Roles

Person-Dependent	System-Dependent
Knowledge Transfer: Walk-away knowledge.	Knowledge Transfer: "Document, document, document. Assume turnover."
Execution: Pauses when a champion leaves.	Execution: Cross-functional committees bridge the gap automatically.
Goal Setting: Ambitious, unmoored ideas.	Goal Setting: Every activity and its metrics tie explicitly back to a systemic goal.

Create an infrastructure so that if the current team goes on vacation and never returns, the mission doesn't stop.

The Playbook for Future Applicants

1

Map the Metrics First

Sketch your vision, but demand a clear mechanism to measure it before spending a dime.

2

Pool Your Resources

Align your EEO Plan, your grants, and your certifications so they feed into one another (e.g., Safe Zone training fulfilling certification).

3

Assume Attrition

Build cross-functional bridges from Day 1. Document processes as if your lead coordinator is leaving tomorrow.

4

Fund the Roots

Find creative, unrestricted internal funding (like cell tower revenue) to ensure your best DEIA strategies never rely on a grant committee's approval.