



## SHASTA-TEHAMA-TRINITY JOINT COMMUNITY COLLEGE DISTRICT

11555 Old Oregon Trail, Redding, CA 96003  
P.O. Box 496006, Redding, CA 96049-6006  
Telephone (530) 242-7500

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### 2025 Innovation Mini-Grant Agreement

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This 2025 Innovation Mini-Grant Agreement (hereinafter referred to as "AGREEMENT") is entered into by and between the **Shasta-Tehama-Trinity Joint Community College District** (hereinafter referred to as "DISTRICT") on behalf of the sponsored grant program Innovation Mini-Grants, and the **Office of Professional Development** (hereinafter referred to as "GRANTEE"), to perform the work which is more particularly set forth in this AGREEMENT and in the Attachments attached hereto and incorporated into this AGREEMENT by this reference.

#### RECITALS

WHEREAS, the District has awarded a grant for the purpose of implementing the project entitled **Clifton Strengths** (hereinafter referred to as "Project");

WHEREAS, the DISTRICT and the GRANTEE desire to enter into an agreement calling for management of this innovative Project;

NOW, THEREFORE, the parties mutually agree as follows:

1. STATEMENT OF WORK. The GRANTEE shall perform the work stated in Attachment A that relates to the purchase of CliftonStrengths Assessment Codes, 2025 Innovation Mini-Grant Application (hereinafter referred to as "Work").
2. TERM. The term of this AGREEMENT shall commence on **July 1, 2025**, and shall expire **December 31, 2026**.
3. ALLOWABLE COSTS. The total amount of funds made available to GRANTEE under this AGREEMENT shall not exceed **\$2,500**, as specified in Attachment B, 2025 Approved Budget Worksheet. The DISTRICT shall establish budget codes on behalf of the GRANTEE. In no event shall funding be made available prior to the TERM of this AGREEMENT. Allowable costs under this AGREEMENT shall be determined in accordance with the DISTRICTS established policies and procedures and in conjunction with Attachment B, 2025 Approved Budget Worksheet.
4. SEPARATE ACCOUNTING. The DISTRICT will establish separate accounts for all funds specified in this AGREEMENT. The GRANTEE will use the funds to perform the Work specified in Attachment A, Mini Grant Proposal. As applicable, the GRANTEE and/or their Department authorized representative shall complete District required forms including, but not limited to, Authorizations for Hire, Purchase Requisitions, and Travel Requests. Authorizations required to process forms or transactions shall be obtained through the GRANTEES department. In addition, the GRANTEE agrees to establish and maintain such accounting and documentation of expenditures to satisfy the requirements of the DISTRICT.
5. BUDGET. The Budget, Attachment B, lists costs and categories of costs approved to fund the GRANTEES performance of the Work. In no event shall the GRANTEE expend a single line item by 15% or more of the approved budget without prior written approval from the DISTRICT. In no event shall the GRANTEE exceed the approved budget. In the event the approved budget is exceeded the GRANTEES division/department will be responsible to pay those costs. Any budgeted funds not

expended by the end of the grant will be returned to the DISTRICT.

6. REPORTING. GRANTEE agrees to provide written and/or verbal reports during and after the term of this AGREEMENT. Reports shall be submitted to the Office of Grant Development, with a Mid-Cycle report due March 30, 2026, and a Final Report due January 31, 2027. Mid-Cycle and Final Reporting shall be completed using Attachment B, 2025 Approved Budget Worksheet; Attachment C, Mid-Cycle Report; and Attachment D, Final Report.

7. AUTHORIZED REPRESENTATIVES. For the purpose of this AGREEMENT, the individuals signatures at the end of this document are hereby designated representatives of the respective parties.

8. ASSIGNMENT. The GRANTEE may not assign, transfer or sub-award any part of this AGREEMENT, any interest herein or claims hereunder, without the prior, written approval of the DISTRICT.

9. CHANGES. By mutual written consent, the GRANTEE and the DISTRICT may make changes to the Work and to the terms of this AGREEMENT. Any such changes shall be in the form of a written amendment signed by the authorized representative of the DISTRICT and GRANTEE.

10. EQUIPMENT. Upon termination of this AGREEMENT, equipment furnished or purchased by the GRANTEE for the project shall be retained by the DISTRICT.

11. CONTACTS. For all matters concerning the terms or changes to this Agreement, the GRANTEE shall contact:

Amy Schutter  
Director of Grant Development  
[aschutter@shastacollege.edu](mailto:aschutter@shastacollege.edu)  
530-242-7613

12. ENTIRE AGREEMENT. This AGREEMENT is the complete agreement of the GRANTEE and the DISTRICT and supersedes all prior understandings regarding the Work.

IN WITNESS WHEREOF, the respective parties have executed this AGREEMENT on the dates indicated below.

DISTRICT / GRANTEE

By: *Amy Schutter*  
Amy Schutter, Director of Grant Development Date

By: *[Signature]*  
[Kate Mahar \(06/12/2025 12:35 PDT\)](#)  
Dr. Kate Mahar, Assoc. Vice President, Strategic Initiatives/SCAILE Date

By: *Marianna Williams*  
Marianne Williams, Ed.D., Assoc. Vice President, Human Resources Date

By: *Rebekah Davis*  
Rebecca Davis, Professional Development Coordinator Date

# 2025 Approved Innovation Mini-Grant Budget Worksheet

Attachment B

<b>Project Name:</b>	MG7 Strengthening Innovation -CliftonStrengths at Shasta College		<b>Department</b>	Professional Development		
BUDGET ITEM	QUANTITY & DESCRIPTION		BUDGET	Costs 7/1/25-6/30/26	Costs 7/1/26-12/31/26	TOTALS
EMPLOYEE COSTS						
<b>Faculty Stipend \$50/per hour</b> <i>STRS-applicable work.</i> Object Code: I-130000/NI-140000			0.00	0.00	0	0
<b>Student Worker</b> Object Codes: I-247000/ NI-237000			0.00	0.00	0	0
ESTIMATED BENEFIT COSTS, automatically calculated using the percentages listed						
Faculty Stipend Total multiplied by	22.40%	Estimated Benefits Total Cost	0	0.00	0	0
Student Worker Total multiplied by	1.75%	Estimated Benefits Total Cost	0	0.00	0	0
SUPPLIES						
	CliftonStrengths books and codes		2500.00	0.00	0.00	2500
STUDENT AID:						
<b>Must be reported to Financial Aid</b> Educational fees, meals, transportation /bookstore vouchers. Object Code: 761xxx			0.00	0.00	0	0
EQUIPMENT/FACILITIES						
<b>RENTALS</b> Object Codes: 520000/ 521100			0.00	0.00	0	0
<b>EQUIPMENT</b> <b>(\$0-\$4,999.99 Not Tagged)</b> (Refer to the Business Office "Fixed Asset (Equipment) Purchases") Object Code: 640000			0.00	0.00	0	0
<b>EQUIPMENT</b> <b>(\$5,000 or greater Tagged)</b> (Refer to the Business Office "Fixed Asset (Equipment) Purchases") Object Code: 649000			0.00	0.00	0	0
<b>POSTAGE/ADVERTISING</b> Postage costs or to place a newspaper, radio or web-based ad.Object codes: 508000/590400			0.00	0.00	0	0
<b>PRINTING</b> Purchases including posters, flyers, brochures & classroom materials. Object Code: 590500			0.00	0.00	0	0
<b>SERVICE FEES/OTHER CHARGES</b> Contracted work including speakers, trainers & other professional srvs. Object Codes: 530000/573000			0.00	0.00	0	0
<b>SOFTWARE</b> Software-related licenses and purchases. Object Code: 578000			0.00	0.00	0	0
<b>TRAVEL/OTHER TRAVEL</b> Staff/Other & Student Field Trip costs. Object Codes: Staff: 511000/ Other Travel:511100/ Field Trips:591100			0.00	0.00	0	0
<b>TOTALS</b>	<b>Note: The "Balance" and "Totals" columns auto-calculate</b>		2500	0	0	2500

## 2025 Innovation Mini-Grant Application



Applicant:	Bex Davis
Division/Dept. Name:	Professional Development
Project Title:	Strengthening Innovation - CliftonStrengths at Shasta College
Focus Area:	<input type="checkbox"/> Pedagogy <input type="checkbox"/> Closing Achievement Gaps <input checked="" type="checkbox"/> Other

<b>Project Overview</b>	Describe how the proposed project aligns with one or more of the following themes. Explain how the project is innovative and addresses challenges or opportunities in these areas. <ul style="list-style-type: none"> <li>Evidence-based teaching and learning strategies</li> <li>Meeting course learning outcomes in the age of AI</li> <li>Increasing non-credit course offerings</li> <li>Increasing certificate and degree completion</li> <li>Improving online learning</li> <li>Increasing success, retention, and persistence</li> <li>Reducing achievement gaps</li> <li>Other (please provide rationale if not applicable to above)</li> </ul>
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Strengthening Innovation - CliftonStrengths at Shasta College is a Professional Development initiative to implement a data-backed infrastructure for increasing employee effectiveness and engagement through Gallup's CliftonStrengths employee assessment and curriculum. All themes of the 2025 Mini-Grant Application share a common foundation in that they are executed by employees, and the more engaged and effective an employee is, the more likely they are to pursue these themes with the innovation that will mark the continuing development of a premier teaching college. CliftonStrengths training will be available to all employee types, and as such, have a positive impact on both the campus and classroom, particularly enhancing an employee's ability to implement evidence-based teaching and learning strategies; increase certificate and degree completion; facilitate student success, retention, and persistence; and/or reduce achievement gaps through enhanced pedagogy and student support. Across the implementation of CliftonStrengths at other organizations, they have seen a 72% reduction in employee turnover and a 23% increase in employee engagement, with employees 3x more likely to report excellent quality of life. They have also seen increases in profitability, sales, and customer outcomes, metrics which can translate to those that drive our funding formula, strategic plan, and accreditation. Gallup is a successful organization that has developed the CliftonStrengths assessment and training protocols over decades of research. CliftonStrengths is a one time assessment that can be taken by employees to identify their top 5 Strengths out of 34 possible Strengths determined by Gallup's research. In addition to this assessment, Gallup has created an effective curriculum to educate employees, managers, and teams on how to integrate Strengths-based insights and strategies into team operations through coaching, curriculum, presentations, and more. Gallup supports this through Gallup Access for CliftonStrengths Business, a self-sufficient online portal that provides powerful tools for processing assessment results and tailoring curriculum for individual, managerial, and team needs, in addition to providing assessment results and on-demand learning to users. Using other grant funding, the Program Coordinator - Professional Development has already undergone 32 hours of training to become a Certified CliftonStrengths Coach for individuals, managers, and teams and is trained in the use and delivery of these tools. Through the proposed funding for a 3-year Gallup Access for Clifton Strengths Business subscription and 150 CliftonStrengths assessment codes, we can facilitate a timed roll-out of CliftonStrengths across Shasta College while providing initial cohorts with the full benefits of the Gallup Access for CliftonStrengths Business tools.

CliftonStrengths is an innovative, cost-effective solution to the needs of staff that aligns with the vision for the District, leveraging an established curriculum that is versatile enough to meet employee needs. When employees were asked for topics for Professional Development in the most recent Shasta College Professional Development survey, employees identified effective communication and interpersonal skills, leadership development, employee well-being and work-life balance, and cross-departmental collaboration as high need areas for additional Professional Development.

CliftonStrengths assessment and team integration methods are specifically designed to enhance employees' understanding of the dynamics of their personal and team strengths, creating a foundational shared language that produces improved communication, leadership, and employee well-being. What is more, employees also spoke to the structure of Professional Development delivery, specifically requesting framework for Professional Development that begins with structured onboarding and continues with ongoing support and follow-ups. When speaking to his vision for Professional Development for management and classified staff, Dr. Nigro spoke of a coherent curriculum for employees that would set them up for success. Gallup resources for certified CliftonStrengths coaches are available in perpetuity and include structured curriculum for all stages of integration into individual and team use. Gallup Access for CliftonStrengths Business enhances that integration through additional resources that can become part of a structured curriculum for team intervention, in addition to providing on-demand learning employees can utilize to continue their self-education. Funding for a three year commitment to the program will promote investment from staff as they see the District's commitment to providing long term resources for their professional and personal growth.

Implementation of Strengthening Innovation - CliftonStrengths at Shasta College will begin in Summer and Fall 2025 with a two-pronged approach, individually implemented through New Employee Engagement Academy and collectively implemented through management-led cohorts. Inspired by a model used by Ivy Tech Community College in Indiana, which has invested in a CliftonStrengths based employee training model, new employees will be given the opportunity to complete the CliftonStrengths assessment prior to their New Employee Engagement Academy, and the Academy will include CliftonStrengths curriculum to build on the employee's understanding of their Strengths. Alternatively, 1-2 initial cohorts of staff will be identified by their managers as CliftonStrengths teams, and the Program Coordinator - Professional Development will work with the manager to design a CliftonStrengths Integration, which will include manager training, assessments for all staff, team workshops, and the potential option of individual coaching. Gallup Access for CliftonStrengths Business will be essential in producing streamlined documents for team integration overviews and activities, and will provide a greatly enhanced experience for employees who participate. Cohorts can be increased from then on, with the goal of reaching a saturation point on our campuses of CliftonStrengths trained departments. Data from initial cohorts will be essential in determining the pace of CliftonStrengths integration, but an initial goal of 33% of permanent employees completing the CliftonStrengths assessment and training within the first two years will be used to measure initial progress. We anticipate the pace of integration will accelerate over time. Three year funding will allow us experiment to find the most effective methods for integration, gather data on the impact of these integrations, and identify long-term funding for CliftonStrengths at Shasta College.

**Student  
Impact**

The primary focus of the Innovation mini-grant program is to positively impact student learning and success. Please describe the following:

- Which course or program learning outcomes (PLOs/SLOs) does your project aim to improve?
- How will your project enhance equity, engagement, or access for students?
- How will it improve student outcomes (e.g., success, retention, persistence)?
- Does your project address achievement gaps? If so, how?
- How will you measure the results of the project? How will results be documented? (Consult with Institutional Research as needed.)

Each department plays an essential, but differing roll in the metrics of student success, and CliftonStrengths is an effective way to provide personalized opportunities for improvement to our diverse teams. Disengaged employees cannot drive an increase in the metrics of student success. CliftonStrengths has been shown to be an effective tool to increase employee engagement and effectiveness, and this will no doubt have an impact on our students. Inviting employees to consider their Strengths and teaching teams how to capitalize on them will make departments more effective in reaching their goals, and these goals will inherently have an impact on students, as the goals are met in the community college setting. CliftonStrengths implementation could be used by staff to help increase new applicant outreach conversions in Admissions and Records, decrease wait times in Food Services, or increase an academic department's student retention rates in their program. To both personalize CliftonStrengths integration to the needs of each a department and collect measurable results, managers whose teams are participating in CliftonStrengths training will identify the primary student impact goals and metrics they wish to improve through the implementation of CliftonStrengths. This outcome will be tracked before, during, and after the initial implementation of CliftonStrengths in that department.

## **Collaboration**

Collaboration is essential for scaling and sustaining innovative projects. Please:

- List internal and/or external collaborative partners involved in the project (Across campus? Across academic segments? Community?)
- Confirm that the partners are aware of the project and describe their roles and responsibilities in implementation

Interest for initial team cohorts has been confirmed with the Enrollment Services division through Jamie Spielmann and Alexa Zaharris. SCAILE had independently used CliftonStrengths assessments with their staff in Spring 2025 and has expressed interest in team integration options. The New Employee Engagement Academies include cross-departmental hires from a certain hiring period and will increase CliftonStrengths exposure across departments. The Professional Development Committee will also be able to participate in assessments and coaching and provide feedback, and the Student Success Committee will also be consulted for perspectives on campus wide integration and how to maximize student impact through effective CliftonStrengths integration.

**Future Possibilities**

The Shasta College mini-grants initiative provides the testing ground for innovative ideas and pilot projects that may be used on a broader scale.

Please address how your proposed project is:

- Replicable (easily shared with other campus programs)
- Scalable
- Cost-Effective (e.g., through number of students served; through District efficiencies increasing service to students; or if scaling up will prove cost-effective)

(Please consult with SCALE/Innovation Office if needed kmahar@shastacollege.edu.)

Since CliftonStrengths is an online assessment, it can be effortlessly shared with other campuses, and the Program Coordinator - Professional Development can schedule in-person workshops with teams at other locations. The three year subscription model triggers a 10% discount to the cost of the software subscription, and the software subscription creates access to a reduced cost for assessment codes. The CliftonStrengths assessment is designed for one time use and does not require any additional testing over time. The more employees trained in CliftonStrengths, the more cost effective the program becomes since initial batch purchases of codes will reduce in quantity as existing employees accrue their results and codes will only need to be purchased for new employees. Cost efficiency is also enabled through the fact that Gallup Access for Clifton Strengths Business creates automated reporting processes that would have to be done by hand by the Program Coordinator - Professional Development if the subscription is not accessible, increasing the time and associated cost of integration work. The District can also scale up the program by identifying other existing employees to receive CliftonStrengths Coaching Certification. Coaching Certification lasts for three years, after which recertification is available at no cost. The existing level of Gallup Access for CliftonStrengths Business includes additional options for system administrators (i.e. other coaches), and also offers additional opportunities for single sign on integration and other potential opportunities to streamline and/or enhance employee access.

**Logistics/  
Timeline**

The mini-grant cycle (planning, implementation, and evaluation) is a maximum of 18 months (Fall-Spring-Fall). Ensure that:

- Your project can be completed within 18 months
- If any portion of your project involves Physical Plant or I.T., you consult the identified personnel listed below
- Other funds do not exist to implement your project

Please create an estimated timeline for each of the major components of your proposal.

**I.T. approval is required**, if your project includes any technology-related needs.  
Contact Michael Saechao at 530-242-7994 or [msaechao@shastacollege.edu](mailto:msaechao@shastacollege.edu) to discuss and receive approval.

**Physical Plant approval is required**, if your project includes changes to facilities.  
Contact Isabella Greenleaf at 530-242-8617 or [igreenleaf@shastacollege.edu](mailto:igreenleaf@shastacollege.edu) to discuss and receive approval.

Our project can be completed within an 18-month timeline.  
July 2025 - Finalize initial pilot cohorts  
Fall 2025 - Utilize CliftonStrengths in New Employee Engagement Academies and Phase 1 Pilot Cohorts; identify Phase 2 Cohorts  
Spring 2026 - Place Phase 1 Pilot Cohorts in support mode and initiate Phase 2 Cohort integrations while continuing New Employee Engagement Academies  
Fall 2026 - Begin Phase 3 Cohorts while supporting and gathering data from Phase 1 & 2 cohorts and continuing New Employee Engagement Academy integrations

Since Gallup Access for CliftonStrengths Business is a self-sufficient portal, employees will create their own accounts to access assessment results, and it will not require IT support from the District, though opportunities for portal integration exist if in the future interest arises. The Program Coordinator - Professional Development will initially serve as the system administrator, however, additional licenses are available with the proposed subscription in the even the District certifies additional staff as CliftonStrengths coaches.

No District funding is budgeted to District wide Professional Development projects such as this outside of funds overseen by the Professional Development Committee that are already dedicated to funding to individual and group proposals. As already mentioned, other grant funds have been used to kick-start the use of CliftonStrengths at Shasta College, and other grant funds may be available to supplement funding. However, other grant outcomes may take precedence and make those funds unavailable for this project.

**Signatures are required prior to submitting the application to the Office of Grant Development.**

**Electronic signatures are acceptable**

**Due by April 1, 2025 at 5:00 p.m.**

<b>Applicant(s) Signature</b>	<b>Rebekah Davis</b> Digitally signed by Rebekah Davis Date: 2025.03.31 12:47:19 -07'00'
<b>Dean or Supervisor's Signature (required)</b>	<b>Marrienne Williams</b> Digitally signed by Marrienne Williams Date: 2025.03.31 12:50:22 -07'00'
<b>I.T. Consulted (if needed) (Signature)</b>	
<b>Physical Plant Consulted (if needed) (Signature)</b>	

Rev. 2.25.2025

# 2025 Innovation Mini-Grant Application Budget

Attachment A

This form is the proposed budget for your project. Please itemize all costs necessary to complete your project during the 18-month grant term.

### Allowable Costs:

- ✓ Faculty may receive a stipend for project-related work above and beyond their normal duties as a faculty member. Stipends are calculated at the professional expert rate and timecards must be kept and submitted for payment. Estimate the total hours you estimate it will take to complete the project. See “example calculation” to determine the total stipend for each person working on the project.  
*Example calculation: 50 hours of work multiplied by \$50. /hour = \$2,500 total stipend (enter this in the “TOTALS” line)*
- ✓ Classified employees & Administrators are not eligible for additional compensation. Any work performed must be included in the regular workday/schedule.
- ✓ Student Workers will be paid at the current minimum wage.
- ✓ You may hire temporary contractors if your project requires this type of work. List these services under “Service Fees/Other Charges.”
- ✓ Student gift cards or incentives are allowable but must follow Business Office guidelines and be reported to Financial Aid.

### Unallowable Costs:

- ❖ Hiring new staff.
- ❖ Release time will not be approved to complete the work related to this project.

Project Title:	Strengthening Innovation - CliftonStrengths at Shasta College
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BUDGET ITEM	QUANTITY & DESCRIPTION	TOTALS
<b>EMPLOYEE COSTS</b>		
<b>Faculty Stipend:</b> STRS-applicable work. Estimate the number of hours needed x \$50 per hour. Stipends are subject to taxes and benefit deductions.		\$ 0.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
<b>Student Worker:</b>		\$ 0.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
		\$ 0.00
<b>ESTIMATED BENEFIT COSTS</b> - This section will automatically calculate the total based on the total listed in the Employee Costs section		
Faculty Stipend Total multiplied by	22.40%	Totals Automatically Calculated
Student Worker Total multiplied by	1.75%	
		\$ 0.00
		\$ 0.00

BUDGET ITEM	QUANTITY & DESCRIPTION	Attachment A	TOTALS
<b>SUPPLIES:</b> Event refreshments, testing materials, promotional items, etc.	150 Top 5 CliftonStrengths Assessment Codes		\$ 2,998.50
			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>STUDENT AID:</b> Must be reported to Financial Aid. Educational fees, meals, transportation/bookstore vouchers, and other gift cards/incentives with a monetary value.			\$ 0.00
			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>FACILITY RENTALS:</b>			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>EQUIPMENT (\$0-\$4,999.99 Not Tagged):</b> (Refer to the Business Office "Fixed Asset (Equipment) Purchases" for info.).			\$ 0.00
			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>EQUIPMENT (\$5,000 or greater Tagged):</b> (Refer to the Business Office "Fixed Asset (Equipment) Purchases" for info).			\$ 0.00
			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>POSTAGE/ADVERTISING:</b> Postage, costs to place a printed, radio or web-based ad.			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>PRINTING:</b> Printing-related items, such as posters, flyers, brochures, and classroom materials/manuals.			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>SERVICE FEES/OTHER CHARGES:</b> Contracted work such as speakers, trainers, and other professional services.			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>SOFTWARE:</b> Software-related licenses and purchases.	Gallup Access for CliftonStrengths Business		\$ 8,100.00
			\$ 0.00
			\$ 0.00
<b>TRAVEL/OTHER TRAVEL:</b> Staff/Other & Student Field Trip costs.			\$ 0.00
			\$ 0.00
			\$ 0.00
<b>BUDGET TOTAL</b>			<b>\$ 11,098.50</b>

If you have questions, please contact: Amy Schutter, Director of Grant Development at [aschutter@shastacollege.edu](mailto:aschutter@shastacollege.edu) or 530.242.7613.