Grant Development Guide

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I. INTRODUCTION TO THE CHAFFEY GRANT DEVELOPMENT AND MANAGEMENT OFFICE

Chaffey’s Resource Development Office is the central office on campus for pre- and post-award grant activities. The Resource Development Office was founded to establish best practices for pursuing grant opportunities and ensuring good stewardship of grant funds awarded to the college. The office is housed administratively under the Interim Dean of Institutional Research and Resource Development and is located on the Rancho Cucamonga campus in AD 109B.

Key Offices and Personnel in Grant Development

The Resource Development Office is the responsible for the development and submission of grant applications on behalf of the Chaffey College District. Faculty, staff and administrators interested in pursuing grant funding to support college services and activities should contact the Resource Development Specialist who will assist with development of grant ideas and facilitate the writing, internal administrative approvals and proposal submission required by the District and sponsoring agencies.

The Resource Development Committee (RDC) is charged with reviewing proposed grant applications and making recommendations to the Associate Superintendent of Business Services and Economic Development whether to pursue specific grant opportunities. The Committee is comprised of standing members from Institutional Research and Development, Instructional Support, Economic Development, Human Resources, Budgeting, and Accounting Services as well as annually rotating representatives from Faculty and Classified Senates and Student Services. The RDC meets twice per month to review Intent to Apply forms and provide guidance in the development of active grant proposals.

Chaffey College Governing Board. All grant awards and contracts must be approved by the Chaffey College Governing Board. When the College receives a notification of award (NOA), the Resource Development Office is required to submit the award information on the Governing Board agenda for discussion and Board approval or disapproval. Upon Board approval, Accounting Services can establish grant account and work on a grant, including encumbrance of expenditures, can begin.

Superintendent/President’s Office. The Associate Superintendent of Business Services and Economic Development has oversight of the Resource Development Office. The Associate Superintendent approves the general direction and development of all grant proposals. His/her approval is required before any Chaffey personnel begin the grant writing process or submit an application. The Associate Superintendent recommends grant submissions to the Superintendent/President. The Superintendent/President is the only person authorized by the Governing Board to encumber funds for the District. The Superintendent/President’s authorization and signature is required for all grant proposal submissions. No grant proposals may be submitted without his/her written approval.

Accounting and Business Services contribute during to all phases of the grant development and management processes related to budget and fiscal management. In the pre-award phase, they work with the Resource Development Specialist and the Primary Contact/Project Director
to ensure all budget costs are reasonable and in compliance with sponsor guidelines and College policy. Once a grant award is made, Accounting and Business Services work with the Resource Development Specialist and Primary Contact/Project Director to secure Governing Board approval and establish the grant account so funds can be accessed and work on the grant can begin. During the life of the grant, Accounting and Business Services monitor expenditures and work with the Primary Contact/Project Director to manage grant funds. At the end of a grant period, they work with the Resource Development Specialist and Primary Contact/Project Director to close-out the account and generate any fiscal and budget reports required by the sponsor.

**Human Resources** assist in the grant development phase by working with the Resource Development Specialist and Primary Contact/Project Director to ensure existing faculty and staff effort and benefits calculations are calculated correctly in proposal budgets. Human Resources also ensure classifications and job descriptions for all new staff are in compliance with Chaffey College policy and meet the requirements for all bargaining units for represented faculty and staff. Once an award is made, Human Resources assist in the hiring of all new personnel, reassignment of existing staff and other employment related issues associated with the award.

**Role of the Primary Contact/Project Director**

The **Primary Contact/Project Director** is the faculty, staff or administrator who initiates a grant proposal and is listed as the Primary Contact on record on the grant application. The Primary Contact works with the Resource Development Office to prepare and complete all internal approvals, developing the proposal narrative and developing the budget. Typically the Primary Contact becomes the Project Director. In some cases, a grant may require hiring of a full-time director. In these instances, the College will advertise and hire a new Project Director and responsibility for executing the grant activities and services become his/her responsibility. The project Director is responsible for all implementation, management and reporting requirements of the grant as specified in the grant application in compliance with the sponsor’s requirements and Chaffey College policy. Major responsibilities of the Primary Contact/Project Director include, but are not limited to the following:

- Implement and conduct the project according to the sponsor requirements as stipulated in the terms and conditions in the Notification of Award (NOA) and incompliance with the sponsor’s policies.
- Obtain sponsor approval for budgetary changes or changes in the scope and objectives of the project.
- Notify Accounting Services, the Resource Development Office and/or the Chaffey College Foundation of any sponsor approved changes to the budget, objectives or scope of the project.
- Supervise all budget expenditures in conformity with the approved budget and the College and sponsor policies.
- Complete quarterly and annual reports as required by the sponsor. Submit original reports to Accounting and Business Services for review and approval. Once approved, reports will be forwarded to the Associate Superintendent for Business Services and...
Economic Development for final signature and approval then returned to the Primary Contact/Project Director. Reports must be submitted at least 10 business days prior to the sponsor’s due date.

- Maintain detailed and accurate records of project activities and services including milestones, project accomplishments and progress toward reaching the stated goals and objectives of the project.
- Ensure no conflicts of interest are involved with the project, including subcontracting. Adhere by the College’s policies and applicable laws regarding conflict of interest.
- Adhere to all pertinent policies and law regarding the stewardship of grant funds to institutions of higher education.

II. PRE-AWARD: GRANT DEVELOPMENT

Each phase of grant development has a separate approval process which must be completed before a grant can be written, application completed and submitted to a sponsoring agency. Each approval stage is designed to assure grant funded projects pursued by Chaffey College are appropriate to the college’s mission, Educational Strategic Vision and/or President’s Goals. These processes also assure standards for short- and long-term fiscal implications for the college are addressed.

The following table outlines the five primary steps in preparing and submitting a grant proposal.
ONE: Preliminary Development

If you are in the preliminary stages of developing a project or grant concept, complete the one-page Grant Idea Form and submit it to the Resource Development Office. We will contact you to further discuss your project idea and assist you with locating appropriate funding opportunities.

The completion of the Grant Idea Form is not a guarantee of grant funding. Proposal deadlines and competitions are cyclical and subject to change based on available resources from sponsoring agencies. We will do our best to provide you with training and resources to identify potential opportunities.

TWO: Intent to Apply

When you have a project idea and have identified an appropriate funding opportunity, complete the two-page Intent to Apply form. The form includes important information about your project including persons involved, sponsoring agency details, budget implications, project abstract, alignment with Chaffey mission and strategic goals, etc.

Return your completed form along with a one-page abstract of your proposed project to the Resource Development Office. The Resource Development Committee will review your proposed project and forward a recommendation on whether or not to proceed with submission to the Associate Superintendent of Business Services & Economic Development. The Primary Contact will be notified of the Associate Superintendent’s decision within 14 business days.

THREE: Proposal Preparation

The Primary Contact will work with the Resource Development Specialist to build a grant writing team that includes experts and key stakeholders involved with the project. The grant team will develop a timeline for completing the grant application including developing a budget, drafting the narrative, completing required forms, securing required authorizations and submission.

The Resource Development Specialist works with Human Resources, Accounting and Business Services to assure budget, salaries, benefits and other costs are reasonable and in compliance with Chaffey policies and procedures.

FOUR: Authorization to Submit

Ten (10) business days prior to the sponsor’s application deadline, the Primary Contact and Resource Development Specialist will circulate an Authorization to Submit form along with a draft of the proposal including the abstract, narrative, budget and budget narrative for final review and signature. The proposal is cleared for submission only after all parties have signed-off on the application. Significant changes in the project scope or budget adjustments of more than 5% should not be made after obtaining authorization to submit.

FIVE: Proposal Submission

Grant applications are officially submitted by either the Foundation Director (for grants requiring documentation of non-profit status) or the Resource Development Specialist (all other monies). Grants requiring paper submission will be sent via overnight carrier at least 48 hours prior to the submission deadline. Grants requiring electronic submission may be submitted up to the final submission deadline. The Resource Development Specialist or Foundation Director will provide the Primary Contact with confirmation that the proposal was received by the sponsoring agency.
Step One: Developing a Grant Idea. Faculty and staff in the preliminary stages of developing a project or grant concept should complete the one-page Grant Idea form and return it to the Resource Development Office. The Grant Idea Form identifies the Primary Contact and provides preliminary information about the proposed project’s activities and services and funding requirements. The Resource Development Specialist will schedule a meeting with the Primary Contact to discuss the grant idea and familiarize the Primary Contact with online resources and funding databases available to identify potential funding opportunities. Please note, completion of a Grant Idea form is neither a guarantee of funding nor an endorsement from the College to pursue specific projects. To pursue a specific funding opportunity and submit an application to the sponsor, faculty and staff must complete the Intent to Apply form.

Step Two: Intent to Apply. If you have already identified a funding opportunity and wish to secure the College’s endorsement to prepare an application, you can proceed with the Intent to Apply form. The Resource Development Specialist will facilitate completion and submission of the Intent to Apply and a one-page abstract of the proposed project. The Intent to Apply contains detailed information about the proposed project including physical and personnel resources, preliminary budget and sponsor information.

The Intent to Apply is reviewed by the Resource Development Committee (RDC) based on a Grant Proposal Scoring Rubric. The scoring rubric allows the RDC to assess new grant opportunities against the College’s Strategic Vision, President’s Goals and impact on resources and target population. The scoring rubric allows the RDC to make decisions to pursue grant opportunities based on a rational and transparent process rather than pursuing an opportunity because it’s a “neat idea.” A copy of the scoring rubric and the specific criteria is included in the appendices. The RDC will consider the merits of each potential proposal based on the following 12 criteria:

1. Relationship to Educational Strategic Vision and/or President’s Goals;
2. Clearly documented evidence-based institutional or community need;
3. College’s ability to address sponsor funded criteria;
4. Financial impact;
5. Personnel commitment;
6. Facility requirements;
7. Technology requirements;
8. Expertise and credentials of the proposed Project Director and grant personnel;
9. Sufficient lead time for submission;
10. Potential population served and ability to affect change;
11. External partners; and,
12. Institutionalization of the proposed project.

The RDC will average individual scores to one composite score and forward a recommendation to the Associate Superintendent of Business Services and Economic Development to either:

1. Approve the proposed project for proposal development and submission;
2. Approve the proposed project with noted concerns;
3. Table the proposed project for further discussion/development; or
4. Deny the proposed project for proposal development.
The RDC may also recommend faculty, administrators or staff to participate on the grant development and writing team. Once the Associate Superintendent authorizes the **Intent to Apply** the actual grant writing and application preparation begins.

**Proposal Appeal.** If the Associate Superintendent decides to table or deny a the pursuit of a grant project, the Primary Contact may appeal the decision by completing a **Proposal Appeal** form and submitting it along with the original **Intent to Apply** documents to the Superintendent/President’s Executive Committee for reconsideration. Proposal Appeals will be considered during regular closed session of the Executive Committee. Primary Contacts will be notified of the Committee’s decision within three business days of the meeting. The decision of the Executive Committee constitutes a final decision.

**Step Three: Writing a Grant Proposal and Preparing the Application.**

**Role of the Grant Writing Team.** Preparing a grant submission requires participation and collaboration from all parties affected by the proposed project. The Resource Development Committee may assist the Primary Contact/Project Director with identifying appropriate faculty and staff to participate on the grant writing team. The Resource Development Specialist will facilitate team meetings, assist in developing a timeline for completion and may assign various team members specific tasks related to the grant application.

Grant writing is a truly interactive, participatory process which relies on the wide range of expertise of Chaffey’s faculty, staff and administrators. The role of the Resource Development Office is to facilitate this process through convening regular grant development meetings, gathering information and working with the team to develop a viable application. Team members may contribute to several aspects of the application such as:

- Contributing to the proposal narrative and project design;
- Assisting with the development of the project budget;
- Providing current biosketches, resumes or curriculum vitae
- Assisting the collection of Letters of Commitment or other supplementary documents required by the sponsor;
- Facilitating collaboration with potential community partners; and/or
- Reviewing and editing drafts of the proposal or budget narrative.

The Resource Development Specialist will collect, organize and assemble all final components of the grant application package including completion of all sponsor required forms.

**Partner Proposals and Subcontracts.** Chaffey College may participate in proposal applications with partnering institutions where each of the partners receives a portion of the total award in order to conduct the activities and services detailed in the Program Narrative. There are two situations under which Chaffey College may engage in partner proposals. Firstly, the College may serve as the lead institution. As the lead institution, Chaffey College is the primary recipient of the total award and be responsible for the administration and reporting requirements of the grant. The College distributes grant funds to each partner by issuing subawards. Secondly, Chaffey College may agree to partner with an institution that will serve as the lead institution. Under these circumstances, Chaffey College receives a subaward from the lead institution in return for the work which will be conducted by our campus.
In both scenarios, the College requires specific documentation for the application.

**Chaffey College as the Lead Institution.** The following information must be received from each partner institution at least ten (10) full business days prior to the submission of an application to allow sufficient time to finalize the application and forms. While not all documents may be submitted to the sponsor, Chaffey College requires the following documentation to assure compliance with the Government Performance and Reporting Act and the College’s Budgeting Services and Accounting policies.

1. Each partner will provide a signed *Letter of Intent* from the appropriate authorizing official at the partnering institution (i.e. Grants Office, President/Superintendent, etc.). The *Letter of Intent* documents the partner’s institutional approval and intent to participate in the grant if funded.
2. The *Statement of Work* is a one- to three-page narrative which identifies the partner institution and describes the specific activities and services it will perform within a given time frame as a result of the subaward. The *Statement of Work* will provide a timeline for completion of activities and a schedule for reporting results to the primary applicant, Chaffey College.
3. Each partner must also provide a detailed *Budget* and *Budget Justification* listing and describing all expenditures for the subaward that will be issued if the grant is successfully funded.

**Chaffey College as a Partner.** When Chaffey College agrees to participate as a partner with another institution who will serve as the lead applicant, the documents below must be circulated on campus for authorization and signature approval just like a full proposal for which Chaffey College is the primary applicant. In these circumstances, the following documents must be routed for approval and submitted to the lead institution:

1. *Authorization to Submit* (internal routing only; not submitted to lead institution)
2. *Letter of Intent*
3. *Abstract from the Lead Institution*
4. *Chaffey College Statement of Work*
5. *Budget and Budget Justification*

**Common Elements of a Grant Proposal.** Sponsors generally will provide specific instructions regarding proposal forms or formats, proposal content, page limitations, formatting and numbers of copies that should be submitted (for paper submissions). Proposals which do not conform to the sponsor’s guidelines are at risk for being returned without review. Therefore it is in Chaffey’s best interest to ensure all proposals follow the sponsor's published guidelines exactly.

Proposals typically contain the following basic elements:
Authorization to Submit form is an internal Chaffey College document that must be prepared prior submitting a proposal. The Authorization to Submit form is routed through Directors and senior administrators who review critical elements of the grant application (i.e. abstract, proposal narrative and budget).

Approvals on the Authorization to Submit form certify that the proposed work is consistent with the College’s mission, goals and policies and that all faculty and staff involved in the proposal have agreed to participate, to accept the obligations and commitments described in the proposal and to perform the work in accordance with the College’s and the sponsor’s policies. The form is routed with the required supporting documents no later than 10 days prior to the sponsor’s submission deadline.

The Authorization to Submit form is an internal campus document and is not submitted to the sponsoring agency. All proposals must have a completed Authorization to Submit form prior to submission. **Chaffey College and the Governing Board reserve the right to refuse or reject any grant awards which have not secured the required authorizations prior to submission.**

Application Cover Page. The Application Cover Page is an important component of a grant application because it captures critical information about the applicant institution and contains the signatures required to make the proposal a formal, certified document. If a sponsor does not require an Application Cover Page nor requires a specific format for providing Chaffey College information, the Resource Development Office will provide and sign a cover letter to include with the application.

Sponsor Forms and Requirements. Many sponsors, especially in state and federal sectors, require completion of forms specific to their agency or level of government. These may include agency-specific budget forms, certifications and disclosure of lobbying activities among others.

Some require prepared statements addressing the General Education Provisions Act (GEPA) and the Government Performance and Reporting Act (GPRA). These documents do not have a specific format, but are general statements assuring the sponsor that Chaffey College has provisions and policies in place to address the requirements of these federal Acts. These statements are usually included in the attachments section of a proposal application.
Abstract. The abstract is generally a one-page description of the major objectives and purpose of the proposed project. It is used for a variety of purposes. Sponsors often use the abstract to assign the proposal to the appropriate review panel. Reviewers use it to gain an initial perspective of the key concepts of the proposal. After funding is secured, the abstract may be used for entry in national databases that are indexed and available for public searches. Chaffey College may also use information from the abstract for informational purposes including Governing Board agendas and public press releases.

Proposal Narrative. The Proposal Narrative is the core of any proposal application. The Proposal Narrative contains a detailed program description, including an explanation of the objectives, a description of the target population (if any) and the activities or services that will be performed by the applicant.

The Proposal Narrative can be divided into specific sections which may include some or all of the following: 1) Statement of Need; 2) Objectives; 3) Significance; 4) Plan of Operation; 5) Applicant and Community Support; 6) Personnel; and, 7) Evaluation Plan.

The Proposal Narrative is the section of the application which the review panel will read and consider in deciding the proposals merit and whether or not to fund the project.

Budget and Budget Justification. Each proposal must include a detailed budget which identifies all proposed costs required to carry out the activities and services described in the Proposal Narrative. Budgets must comply with the sponsor’s guidelines and Chaffey College’s business and accounting policies. Budget line items must be detailed and explicit. For example, travel costs for transfer students to visit a university campus might include the real cost for bus rental and a set stipend for lunch based on College meal reimbursement rates for the number of students and chaperones attending the event.

The Budget Justification is a narrative description of the need for each specific cost and how those costs were estimated. For example, the need for a specific activity, like student travel, may be implied in the Proposal Narrative, but the implications may not be apparent to the review panelists. The need must be made explicit and fully justified in the Budget Justification. For example, the cost for bus rental and meals or meal stipends for student travel to tour a university campus is considered appropriate and allowable for a proposed project which seeks to increase student transfer rates.

Biographical Sketches, Resumes & Curriculum Vitae. Some sponsors will require applicants to provide detailed information about the key personnel, including the Project Director, along with the proposal. Sponsors like the National Science Foundation and National Institutes of Health require detailed information in a specific format for the Biographical Sketches. Other sponsors may require a shorter resume-style versus longer, more detailed curriculum vitae.
Developing a Realistic Budget. Every line item in the Budget must be based on actual costs and reimbursement rates and fully described in the Budget Justification. The Resource Development Specialist will work with the Primary Contact/Project Director and Accounting to ensure all costs are represented accurately and are sufficient to achieve the goals and objectives of the project.

Here are some special considerations to keep in mind when developing a proposal budget:

Options for Faculty Participation and Compensation. Full-time faculty who want to be involved with a grant-funded project either as a Project Director or participating faculty have two options for compensation:

Option 1: Faculty Release Time. Faculty members can be released from a percentage of their work load (up to 100%) during fall and spring semesters. Allowable costs usually include the cost of part-time adjunct faculty to replace the full-time faculty members. Check with your division Dean to determine the appropriate rate per unit to charge to the grant, e.g. one 4-unit course per semester, one 3-unit course per semester, etc. You will need to add 10% of the total salary amount charged to cover the expense of part-time faculty benefits. For grants that are large enough to cover the actual cost of faculty release time, budgeting the percentage of the faculty member’s salary and benefits is preferred.

Option 2: Faculty on Special Assignment (FOSA). Faculty members can opt for working on a grant in addition to teaching a full course load. In these cases, faculty receives additional compensation above their regular salary by receiving a FOSA. To calculate a FOSA, estimate the number of hours required to complete the grant activities for each faculty member based on the current year’s hourly rate. FOSA is the only option for faculty who will work on a grant during the summer months.

Part-time Faculty Participation. Part-time faculty can work on a grant project and teach as long as they do not exceed 60% of FTE.


"Equipment" means an article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost which equals or exceeds the lesser of the capitalization level established by the institution for financial statement purposes, or $5000.

Chaffey College abides by the OMB’s equipment definition. As a result, items like computers, laptops, calculators, printers, etc., costing less than $5,000 should be included as line items in the Materials and Supplies section of a grant budget, not listed as equipment.

If your project is planning to purchase materials and supplies, it is important to include appropriate costs for county sales tax and shipping charges.

Facilities and Administrative Costs (F&A), also called overhead or indirect costs, are “costs that are incurred for common or joint objectives and, therefore, cannot be identified readily and
specifically with a particular sponsored project, an instructional activity, or any other institutional activity” (OMB Circular A-21, 2012).

Chaffey College has a federally negotiated F&A rate of 30%. F&A costs must be included in all grant budgets and is calculated by multiplying the Modified Total Direct Costs by the approved F&A cost rate. The Modified Total Direct Cost (MTDC) refers to all costs associated with the project minus the cost for equipment (see definition above).

The full F&A rate must be applied to all proposal budgets with the following exceptions:

1. The Request for Proposals (RFA), the proposal guidelines or the sponsor’s website expressly states that it will not cover F&A costs; or
2. The RFA or proposal guidelines place a limit to the percentage of F&A cost recovery. For example, many programs offered through the U.S. Department of Education restrict F&A cost recovery to 8% of the total MTDC and states this in the official program guidelines and application instructions.
3. A Primary Contact/Project Director may request a waiver for a lower F&A rate in advance of submitting a proposal by requesting the lower rate in a Letter of Vital Interest addressed to the Associate Superintendent of Business Services and Economic Development. In the letter, the Primary Contact/Project Director should explain how the proposed reduced F&A rate is of vital interest and is directly beneficial to the College. For example, a small seed grant that will lead directly to a larger award which will incur full F&A costs might be considered of vital interest. The Associate Superintendent may exercise complete discretion in granting an F&A waiver and his/her decisions are final.

Step Four: Authorization to Submit Grant Application. Ten (10) business days prior to the sponsor’s submission deadline, the Resource Development Specialist and the Primary Contact will complete and circulate the Authorization to Submit Grant Application form for final review and official sign-off by key offices and administrators.

Documents Required. The Authorization to Submit Grant Application Form must be accompanied by the following components of the grant proposal:

- Abstract
- Proposal Narrative (Chaffey as lead institution) or Statement of Work (Chaffey as a partner institution)
- Detailed Budget and Budget Justification

The Resource Development Specialist will make the form and proposal components available electronically to all signees and notify all that the proposal is ready for final review and approval. Signees will contact the Resource Development Specialist with any questions, comments or corrections that need to be made to the application. All signees will be notified if changes in the project scope or budget modifications in excess of 5% need to be made after granting authorization to submit.

Step Five: Submitting the Proposal. Grant proposal applications may only be submitted by representatives from two offices on campus. The Foundation Director is responsible for
submitting foundation grants which require documentation of non-profit 503(c)(3) status. The Resource Development Specialist submits grants to all other sponsoring agencies including federal, state and local government agencies and others. Grants requiring papers submission will be sent via overnight carrier with delivery confirmation (i.e. FedEx or UPS) at least 48 hours before the deadline. Grants requiring electronic submission may be submitted up to the final submission date and time, though every effort will be made to submit applications early. The Resource Development Specialist or Foundation Director will provide the Primary Contact with confirmation of receipt to the sponsoring agency.

III. ACCEPTING AN AWARD

The timeframe for sponsors’ review and notification of a grant award varies from sponsor to sponsor. Federal agencies tend to take six to eight months to convene review panels, review, score, rank proposals and notify applicants. Some federal programs require Congressional approval which might further delay the process. Private agencies typically review proposals and notify applicants within six months of the submission date. If you have questions about the review and notification process, the Resource Development Office is your liaison with the sponsoring agency’s program officer and will contact the agency for updates on the status of the review process.

Step One: Notification of Award (NOA). Once the sponsor has reviewed, scored and ranked proposal applications, they will issue an official Notice of Award (NOA). Typically the sponsor will send the NOA to either the Primary Contact/Project Director identified in the application and/or the Superintendent/President. Occasionally the sponsor may provide informal notification via telephone or email. However, receipt of formal written notice is required to initiate the award acceptance process. The NOA will usually include the following: grant award number, amount of the award, beginning and end dates, terms and conditions of the award, program officer’s name and contact information and reporting requirements.

If you have received an NOA, provide an electronic copy of the complete notice, including any attachments, to the Resource Development Office. Next, schedule an orientation appointment with the Resource Development Specialist to discuss the Award Acceptance Process and Grant Management procedures.

Step Two: Governing Board Approval. The California Education Code, Government Accounting Standards Board and other legally binding statutes require Governing Board approval for all grant awards, contracts and contract amendments in excess of $600 that are made to the College. The Award Acceptance Process ensures thorough review of the terms and conditions of the award to ensure the College fulfills its obligations to the sponsor.

The Resource Development Office and Institutional Research will prepare a Board Agenda Item (BAI) which provides a brief summary of the grant and the award amount and requests formal acceptance of the award. The BAI should include a one-page abstract of the project.

The BIA is submitted to the Executive Assistant to the Superintendent/President who submits it to the District via the Board Docket for approval to proceed to the Governing Board meeting for final approval.
Step Three: Budget Amendments and Establishing a Fund Number. The project budget is developed according to sponsor guidelines during the proposal application process. The budget line items and categories required by the sponsor do not always match the accounting categories for Chaffey College. The Project Director will work with Accounting and the Resource Development Office to accomplish the following:

- Break the overall budget down into appropriate Chaffey College line item amounts.
- Negotiate with the sponsor if budget adjustments among line items are required. Budget adjustments exceeding 5% require authorization from the President/Superintendent and the Associate Superintendent of Business Services and approval by the Governing Board. Most sponsors require written prior approval for budget adjustments exceeding 10%.
- Once the sponsor or College approves budget adjustments, Accounting will establish a fund number and draw down funds from the sponsor according to their policy. Work on the project can commence only after the fund has been established.

Only after a fund number and account have been established for an award can the actual work on the grant commence.
Grant Funding Frequently Asked Questions (FAQ)

“I have an idea for a grant. Who do I talk to?”
The Resource Development Office is located on the Rancho Cucamonga campus in AD 109B. MaryAnn Doherty, Resource Development Specialist, can be reached via phone at 909-652-6469 or via email at maryann.doherty@chaffey.edu.

The first step in pursuing an idea for a grant is completing the Grant Idea Form and returning it to the Resource Development Office. The Grant Idea Form is intended for faculty or staff who wish to pursue grant funding for a project or event but who have not yet identified a funding source.

“How do I find grant opportunities for my project?”
The Resource Development Office assists faculty and staff with identifying appropriate funding opportunities. Chaffey College has access to several websites and funding databases that post new funding opportunities as they are published. These sites include grants.gov, which catalogs all federal opportunities, and SPIN by InfoEd Global, a searchable subscription database of funding opportunities from state, federal, private, corporate and other sponsors. The Resource Development Office and Foundation are available to assist you in exploring these and other resources to identify potential funding opportunities.

“I heard about grant funding available for programs like mine. How do I pursue the opportunity?”
If you’ve already identified a potential funding source, you should complete Intent to Apply Form and submit it to the Resource Development Office. The Intent to Apply Form contains preliminary details about your project and the funding opportunity. The Resource Development Committee will review the form and make a recommendation to the Associate Superintendent of Business Services and Economic Development. A final decision from the Associate Superintendent on whether or not to pursue the grant opportunity will be provided to the Primary Contact within 10 business days.

“How does a grant get develop? Do I write it myself?”
Writing a grant proposal is truly a team effort and involves cooperation from several key departments and personnel at Chaffey College. The Resource Development Office facilitates and coordinates these efforts by assembling a grant writing team comprised of faculty and staff involved with the project. The team will be responsible for providing direction in the development of the grant narrative and budget. Individual members may be assigned specific tasks such as researching costs for textbooks and supplies or writing small components of the grant narrative. College departments that will also contribute to the grant include Budgeting and Account Services, Human Resources, Instructional Technology Services and Institutional Research.

“I’m not sure how to fill out the grant application. Who do I ask for help?”
The Resource Development Office will assist in the preparation of the grant application including completing all required forms, assembling any supplementary documents or appendices, collecting letters of commitment, obtaining final signatures required for the Authorization to Submit Form and actually submitting the application to the sponsor.

“What information needs to be included in a grant application?”
Information will vary depending on the sponsoring agency and the specific grant application requirements. Working with the Resource Development Office is the best approach to ensure you are including all the appropriate and required information and documents with your grant application.

“What offices at Chaffey are responsible for handling external funding requests (i.e. grants and contracts)?”
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The Resource Development, Institutional Research, Community Education and Chaffey College Foundation offices work collaboratively to assist faculty, staff and administrators in the submission of grant proposals to secure extramural funding.

“What is the difference between the offices of Resource Development and the Chaffey College Foundation?”

The most important difference is that the Foundation is a non-profit organization and retains a 501(c)(3) status with the Internal Revenue Service. Some grant sponsors limit grant applicants to non-profit organizations. In these cases, the Chaffey College Foundation submits the grant application on behalf of the college and provides the required supporting documents that establish our eligibility to the sponsor. The Resource Development Office works collaboratively with the Foundation in the development of these types of proposals.

“How are decisions about grant applications made? Who decides which grants the college will submit?”

The Resource Development Committee (RDC), comprised of administrators, faculty and staff meet regularly to review upcoming opportunities. When a faculty, staff or administrator complete and submit an Intent to Apply Form, the RDC review the form and application instructions and evaluate the information based on a scoring rubric designed to address how closely the proposed project aligns to the college’s Strategic Vision and President’s Goals, campus/community need for the project, financial impact to the campus and our ability respond to the sponsor’s requirements. The RDC then makes a recommendation to the Associate Superintendent for Business Services and Economic Development on whether to pursue, pursue with reservations, table for further development or decline to pursue the grant opportunity. Primary Contacts will be notified of the Associate Superintendent’s decision within 10 business days. Opportunities that are tabled or declined to pursue may be appealed for reconsideration by the Executive Committee.

“How is a grant actually submitted?”

The submission process will vary according to the sponsor’s requirements. Most grant applications today are submitted electronically via an Internet portal. For example, most federal grant applications must be submitted via the grants.gov website. Other sponsors such as corporate or private foundations may have similar web portals for submission. Only authorized representatives from the Resource Development Office and the Chaffey College Foundation have the authority to submit grant applications on behalf of the college.

“Can individual faculty or staff submit a proposal independent of Chaffey College or the Foundation?”

No. All requests for extramural funding in the form of grant proposals and grant applications must be submitted through either the Chaffey College Resource Development Office or the Chaffey College Foundation if the funds will be received and managed by the College or Foundation. The Superintendent/President and the Governing Board may exercise their right to refuse funds awarded to the College or Foundation if proposals are not submitted through the College’s grant proposal process.
Glossary of Grant Terms

501(c)(3): The section of the Internal Revenue Code defining nonprofit, charitable, tax-exempt organizations. Many private foundations and other funding sponsors limit their giving to organizations with 501(c)(3) status. The Chaffey College Foundation has 501(c)(3) status. Grant applications submitted to sponsors requiring recipients to have nonprofit status must be authorized by and submitted through the Foundation office. The Foundation is the stewardship agent for these grant awards.

Agency: A branch of federal, state or local government (i.e. Department of Education, National Endowment for the Humanities, etc.). Agencies often further their mission and programs by sponsoring programmatic or research project.

Allowable Costs: An expenditure approved for the funded project as determined by the Office of Management and Budget (OMB), the sponsor’s requirements and/or Chaffey College policies. Only allowable funds may be requested in grant budgets and charged to the grant account. OMB Circular A-21 defines allowable costs as:

- Reasonable
- Allocable to the project
- Given consistent treatment by the use of generally accepted accounting principles
- Conform to any limitations or exclusions set forth by the sponsored agreement or OMB Circular A-21

Amendment: Any change(s) made to an existing sponsored project agreement.

Annual Report: Many sponsoring agencies require grant recipients to provide an annual report documenting the progress of their award at meeting the goals and objectives detailed in the grant application. Annual reports vary in format from simple printed documents listing the year’s grants to detailed publications that provide substantial information about the sponsored project.

Application Notice: A notice published in the Federal Register soliciting applications for one or more discretionary grant or cooperative agreement competition. Application Notices give basic program and fiscal information such as total funding available for the program, maximum amount applicants are allowed to request and anticipated average award. Application Notices also provide application guidelines and submission deadline information.

Application Package: A packet, either electronic or paper, containing the application notice, information and all forms required for applying for a grant competition.

Applicant: The legal applicant for grant applications requiring 501(c)(3) status is the Chaffey Foundation. The legal applicant for all other grant applications is Chaffey College. Only designated representatives from the Resource Development Office or Chaffey Foundation are authorized to sign-off and submit applications on behalf of the college or Foundation.
Application: The electronic or paper document resenting a project proposal and funding request to a sponsoring agency. The application may be a letter proposal, a response to an application notice or request for proposals, or a formal application to a federal or state granting agency or foundation.

Authorizing Official (Signature): A designated representative of the college who is authorized by the Superintendent/President and Governing Board to sign-off on and submit grant proposals and contracts on behalf of the college. Only designated representatives from the Resource Development Office or Chaffey Foundation are authorized to sign-off and submit applications on behalf of the college or Foundation.

Award: A legally binding document that notifies the recipient and others that a grant or cooperative agreement has been made. The award contains or references all terms of the award and documents the obligation of federal funds.

Basic Agreement: A formal written document between the funding source and the university specifying the scope and work of a project to be completed within a specified time frame. Basic agreements may take the form of a grant or contract.

Budget: An estimate of the expenditures expected to be incurred in the performance of a proposed statement of work or the financial plan or cost assessment for a grant proposal or contract. The budget represents all costs associated with the implementation of a grant project or contracted agreement.

Budget Adjustment: The act of amending the budget by moving funds from one category or line item to another.

Budget Narrative: A document included with the application package which, in narrative form, describes the budgeted expenditures and activities in greater detail. For example, a line item for travel may include $1,500. In the budget narrative will include a breakdown of those costs (i.e. $500 for rental of three school buses to transport transferring student to local college/university tours).

Budget Period: The interval of time into which a project period is divided for budgetary purposes, usually 12 months.

Catalog of Federal Domestic Assistance (CDFA) Number: A unique identifying number for a federal assistance program which includes a unique two-digit prefix to identify the federal agency (i.e. “84” for the Department of Education), followed by a period and a unique three digit code for each authorized program. Alpha-designations may be added to some programs to distinguish among competitions when multiple competitions are based on the same program.
Certifications (Assurances): A written statement signed by a designated authorized representative of the college from either the Resource Development or Foundation offices which certify that the college is in compliance with federal or state regulations.

Close Out: The act of completing all internal procedures and sponsor requirements to terminate or complete a grant funded project or contract agreement.

Code of Federal Regulations (CFR): The Code of Federal Regulations (CFR) annual edition is the codification of the general and permanent rules published in the Federal Register by the departments and agencies of the Federal Government. It is divided into 50 titles that represent broad areas subject to Federal regulation. The 50 subject matter titles contain one or more individual volumes, which are updated once each calendar year, on a staggered basis.

Collaborator: An individual who collaborates with a grant’s project director in the development, implementation or activities of a funded project. A collaborator typically devotes a percentage of his/her effort to the project and is identified a key personnel in the grant application.

Competing Continuation Application: A request to extend financial assistance for one or more additional budget periods for a project that will otherwise terminate. Competing continuation applications compete with other competing continuation, competing supplemental and new applicants for funds. In some cases applicants with competing continuations receive additional points toward their applications score based on documented success of their prior year activities, or prior experience points.

Conflict of Interest: Circumstances in which an individual’s legal or moral obligations to an employer or other party conflict with or are negatively affect by his/her personal interests, financial or otherwise.

Congressional Legislative District (U.S.): Chaffey College Rancho Cucamonga is located in Congressional District CA-026. The Chino Campus is located in CA-042. The Fontana Campus is located in CA-043.

Consortium: A consortium is two or more institutions working on the same research project. Either each institution is funded directly by the supporting agency or one institution serves as the primary recipient and issues sub-awards to the other members of the consortium.

Consortium Agreement: A collaborative arrangement in support of a grant project in which some portion of the project is carried out through a formal agreement between the college and one or more outside partner organizations/institutions.

Consultant: A person paid to work on an externally funded project who is not an employee of the college. A consultant is an expert in the field participating in a short-term, limited and specifically defined role to deliver services consistent with the goals and objectives of the grant.
or contract. A consultant is not paid as an employee but as an independent contractor with the college. In some cases a granting agency may specify consulting rates or limitations on the amount of service that can be performed.

**Continuation Award:** Additional funding awarded to the same grant for a budget period following the initial budget period of a multi-year grant or cooperative agreement.

**Continuation Proposal/Renewal Proposal:** Additional funding increments for projects beyond the original grant period. See specific sponsor guidelines for submission requirements.

**Contract:** An oral, written or otherwise manifest agreement between two or more parties in which an offer is made and accepted and each party benefits.

**Cooperative Agreement:** An application for funding which, if awarded, will require the substantial involvement of personnel from the grant-funding agency. This type of award is commonly used by the U.S. Department of Agriculture.

**Corporate Giving Program:** A grant-making program established and administered within a profit-making corporation or company. The amount of a corporate giving program is usually tied to the previous year’s profits and sometimes tied to company-sponsored foundations. Corporate giving programs often have a specific focus (i.e. youth and the arts, community health, etc.).

**Cost Reimbursement:** A sponsored project agreement that requires the funding recipient to invoice the sponsor after-the-fact for reimbursement of allowable costs incurred in the performance of a project.

**Cost Sharing:** The College’s support of a project through cash or in-kind services. Cost-sharing requirements vary, but they generally represent a percentage of the total project costs. Some grants have specific requirements for cost sharing on grant projects, others do not. When cost sharing is included in a grant proposal or funding agreement, those costs must be documented and tracks for auditing purposes. Acceptable cost sharing must include the following:

- Must be verifiable by Chaffey financial records
- Must be allowable, allocable, reasonable and necessary for proper and efficient achievement of project-specific objectives
- Must not be used for cost sharing on other federally funded project, except where authorized by federal statute
- Must not be included as contributions for any other project
- Must be directly identifiable with the sponsored project as outlined in the proposal budget and/or budget narrative and therefore incorporated in the award notice

**Data Universal Numbering System (DUNS):** A unique identification number provided by the commercial company Dun & Bradstreet. Chaffey’s DUNS number for grants and contracts is
076084326000. Federal and state sponsoring agencies require the DUNS number on application forms.

**Deadline:** The published date and/or time that a grant application is to be either postmarked or received by the sponsoring agency.

**Direct Costs:** Direct costs charged to the sponsored project must be allowable, allocable and reasonable. Direct costs can be identified specifically with the activities and services of a specific sponsored project with a high degree of accuracy. Direct costs to not include overhead or other indirect costs. Examples of direct costs include:
- Salaries, wages and/or fringe benefits for employees performing work for the project
- Costs of materials and supplies used in the performance of work
- Other items of expense incurred for the project provided the costs are consistently treated in like circumstances

**Disallowed Costs (Unallowable Costs):** Charges to an award that the awarding agency determines to be unallowable in accordance with the applicable federal cost principles or other terms and conditions contained in the award.

**Education Department General Administrative Regulations (EDGAR):** Is Title 34 of the Code of Federal Regulations (CRF) of the codified general and permanent rules governing grants and contracts issued by the U.S. Department of Education.

**Effective Date:** The date specified in an award document signifying the official start of an award.

**Effort:** The amount of time, generally expressed as a percentage of the total, that a faculty or staff member spends on a sponsored project. No employee is allowed to spend more than 100% total time on all academic activities, including grant-funded projects, teaching, administration, advising and other duties.

**Entity Identification Number (EIN):** Chaffey’s EIN number is 956000558.

**Equipment:** Articles of non-expendable, tangible personal property with a useful life of more than one year and costing $5,000 or more for a single unit. Equipment does not consist of a replacement part or component that returns a piece of equipment to its original condition.

**Extramural Funds:** Funding for research, training or public service programs provided by federal, state or private sources outside the college.

**Facilities and Administrative (F&A) Costs:** Also referred to as indirect costs, overhead, overhead costs or administrative costs. Reimbursement for actual college expenses that support extramural activities but cannot be directly charged to a specific grant or contract. F&A costs result from shared services such as libraries, plan operations and maintenance, utility
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costs, general department and sponsored projects administrative expenses and depreciation or use allowances for buildings and equipment. Chaffey College has a federally negotiated F&A Cost rate of 30%. When developing a proposal budget, this rate should be applied to the Modified Total Direct Cost (MTDC) and included as a line item. A lower rate may be applied if the sponsor specifically limits the amount of F&A costs an applicant can request.

Federal Register: The official government daily journal that reports all legislative actions of Congress, including the appropriation of funds to special programs and the guidelines and regulations used to award those funds to award recipients. Program guidelines and requests for comments on proposed guidelines and regulations are also published in the Federal Register.

Financial Report: A report generated by the College’s Business Services Office which is sent to the funding agency to report the actual expenditures on a grant or contract annually and at the end of the project.

Final Report: The final technical or financial report required by the sponsor at the end of a project.

Fiscal Year: any 12 month accounting period. The fiscal year for Chaffey College and California begins on July 1st and ends on June 30th. The Federal Government fiscal year begins on October 1st and ends on September 30th. The first day of the calendar year is often the beginning of the fiscal year for corporations and foundations. Most external grants are awarded based on the fiscal year of the sponsoring agency.

Freedom of Information Act (FOIA): A federal statute that requires full or partial public disclosure or information and documents controlled by the U.S. government. FOIA applies to federal agencies and does not create a right of access to records held by Congress, the courts or by state and local government. Under FOIA, a prospective applicant to a grant opportunity can request a copy of a successfully awarded proposal from the program office.

Full Proposal: Any proposal submitted by a Chaffey employee to an outside entity that may lead directly to an award. A full proposal may be an expanded version of a preliminary or preproposal providing a detailed statement of the proposed project. The full proposal constitutes a final application to the sponsor and should be prepare with the care and thoroughness of a paper submitted for publication. All proposals require and institutional endorsement from the Vice President for Administrative Services, the appropriate Associate Superintendent or Vice President for the requested area, the Superintendent/President, the Resource Development Office and, in the case of submissions to a foundation, the Foundation Office.

Funding Criteria: The review criteria associated with the evaluation of a proposal for funding. For federally sponsored programs, the criteria are printed in the program guidelines or the Federal Register and often follow a specific point system.
Gift: At Chaffey College a monetary contribution of general or unrestricted support for broadly defined activities in one or more program areas constitutes a gift. To qualify as a gift, funds must meet all the following criteria:

- Detailed reports (interim, final, fiscal or technical) are not required
- No provisions (delays or advance notice) are imposed by the donor concerning publication of data and information derived from the activity
- No specific time limit to the expenditures of funds
- Rights to any patent or copyright are not retained by the donor

Gift in Kind: A non-monetary gift of personal or real property.

Grant: A grant represents a mutual joining of interests on the part of the grantor (sponsoring agency) and grantee institution (Chaffey College) in the pursuit of common objectives. The relationship of trust imposes upon the grantee institution the responsibility to ensure that the grant funds are used for the purpose for which they were awarded. A grant is distinguished from a contract in that a grant does not constitute the procurement of goods or services by the grantor.

Grants are usually awarded from federal, state, local, foundation or corporate entities. There are several specific types of grants which include the following:

- **Challenge Grants** are awarded and paid only if the grantee institution is able to raise a specified amount of additional funds.
- **Consortium Grants** are made to one institution in support of a project carried out through cooperative arrangement between or among the grantee institution and one or more participating institutions.
- **Continuation Grants** are awarded for the continuation of a previously funded project. It is usually not competitive with other proposals but is contingent upon successful performance in the previous year and the availability of funds from the sponsor.
- **Demonstration Grants** are made to establish or demonstrate the feasibility of an innovative theory, activity or approach.
- **Formula or Block Grants** are awarded on the basis of some formula for distribution prescribed by legislative or executive direction.

Grant Closeout: The final stage in the lifecycle of a grant or cooperative agreement. During this phase, the funding agency ensures that all applicable administrative actions and required work of a discretionary grant or cooperative agreement have been completed by the grantee. The funding agency also reconciles and makes any final fiscal adjustments to a grantee’s account.
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**Grantee:** A grantee is the legal recipient of a grant. When the college accepts a grant award on behalf of the individual(s) who submitted it, it becomes the grantee and is legally responsible for following the terms and conditions of the award including all reporting and fiscal requirements.

**Grantor:** The funding agency or source that has agreed to provide financial support to a grantee in the form of a grant or cooperative agreement.

**Grants Officer:** The official authorized to take final action on a grant. At Chaffey College the Resource Development Specialist serves as the college’s Grants Officer.

**Guidelines:** The document that outlines program goals to be addressed in a proposal and provides specific instructions on what content to include in a proposal, the format it should take and the funding criteria.

**HIPAA (Health Insurance Portability and Accountability Act):** A federal statute which regulates the use and disclosure of protected health information which is defined as information about health status, provision of health care, or payment of health care that can be linked to an individual, including any part of a patient’s medical record or payment history.

**Hispanic Servicing Institutions (HSIs):** An accredited and degree-granting public or private nonprofit institution of higher education with 25 percent or greater total undergraduate students of Hispanic descent, full-time equivalent student enrollment.

**Human Subjects:** A living individual about whom an investigator conducting research obtains data through intervention or interaction with the individual which includes identifiable private information.

**Indirect Costs:** (See Facilities and Administrative (F&A) Costs).

**In-Kind Contribution:** A non-cash commitment (i.e. time and effort, use of facilities, etc.) to share the cost of a sponsored project. This type of contribution may require written documentation and be subject to audit.

**Institutional Authorized Officials:** Individuals authorized by Chaffey College to sign grants, contracts and agreements on behalf of the college.

**Key Personnel:** All individuals who participate in and are paid from the grant for the time and effort they contribute to the implementation and execution of the project.

**Letter of Inquiry:** A letter of Inquiry is initiated by an applicant to determine if a proposed project is within a private agency’s fundable program areas and to request agency policy and program information including application instructions and forms.
**Letter of Intent:** A letter of intent notifies a funding agency that an application will be submitted in response to their solicitation. The letter may contain general program information, unofficial cost estimates and a request for application guidelines, instructions and forms.

**Letter of Support or Commitment:** A letter from a collaborator or other interested party which states their support of the project or lists specific and tangible commitments (i.e. use of facilities, donation of time and effort, supplies, etc.) they are willing to contribute to the project.

**Lobbying Certification:** (See Certifications).

**Matching Funds:** A cash commitment to share the costs of a sponsored project (also see Cost Sharing). Matching funds must be supplied by the grantee as cash or in-kind contributions depending on the grantor’s requirements. The grantor may require a specific percent match.

**Memorandum of Understanding (MOU):** A written agreement between two or more parties which delineates the tasks, jurisdiction, standard operating procedures or other matters which the agency or units are duly authorized and directed to conduct.

**Modified Total Direct Costs (MTDC, MTDC Base or Base):** MTDC is the Total Direct Costs (TDC) minus “…equipment, capital expenditures, charges for patient care and tuition remission, long term space rental costs, scholarships and fellowships as well as the portion of each sub-grant and subcontract in excess of $25,000” (OMB Circular A-21). Some sponsors also require that participant costs (i.e. participant stipends or participant travel) be excluded from MTDC.

**No-Cost Extension (NCE):** Provides for an additional period of performance to accomplish project goals without awarding additional funds. Permission for NCE must be requested from the sponsor.

**Non-competing Continuation Application:** A request for financial or direct assistance for a second or subsequent budget period within a previously approved project period.

**Notice of Award (NOA):** (See Award).

**Office of Management and Budget (OMB):** A branch of the Executive Office of the President. OMB helps the president formulate spending plans, evaluates the effectiveness of agency programs, policies and procedures, assesses competing funding demands among agencies and sets funding priorities. OMB ensures agency reports, rules, testimony and proposed legislation are consistent with the president’s budget and with administrative policies.

**OMB Circular A-21:** “Principles for Determining Costs Applicable to Grants, Contracts, and Other Agreements with Educational Institutions.”
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**OMB Circular A-110:** “Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations.”

**OMB Circular A-133:** “Audits of States, Local Governments and Non-Profit Organizations.”

**Outcomes:** The changes in or benefits achieved by participants due to their participation in program activities. This may include changes to participants’ knowledge, skills, values, behavior or condition of status.

**Overhead:** (See Facilities and Administrative (F&A) Costs).

**Participant:** Project participants are the recipients of service or training provided at a workshop, conference, seminar, symposium or other short-term instructional or information-sharing activity funded by a grant funded project. Participant can also be the training beneficiaries of the grant funded project. Participants are not involved in providing any deliverable to the university or a third party or will not be terminated or replaced for failure to perform.

**Participant Costs:** Costs used to pay program participants small stipends and reimbursement of travel costs or other out-of-pocket costs incurred to support attendance at a workshop, conference, seminar, symposium or other short-term training or information-sharing activity.

**Peer Review:** A process used by many federal and some private funding agencies where committees of experienced researchers or professionals in the same topical area review, score and recommend grant applications for funding to the agency.

**Preliminary Proposal or Pre-proposal:** A brief outline or narrative of a proposed project sometimes including a preliminary budget for informal review by a sponsor to determine whether a full proposal should be submitted.

**Primary Contact:** The person approved to coordinate with the Resource Development Specialist on the development, writing and submission of a grant proposal. The Primary Contact serves as the official point of contact on the grant application forms and bears responsibility for implementing the project when funded. In some cases, the Primary Contact will also serve as the Project Director. At Chaffey College Deans and managerial staff may serve as a primary contact on a grant proposal.

**Prior Approval:** Written approval from an authorized individual at the sponsoring agency evidencing prior consent. For example, some agencies require grantees to obtain prior approval if they plan to transfer more than 10% of the budget to different line items.

**Private Foundation:** A nongovernmental, nonprofit organization with funds and program managed by its own trustees or directors. Private foundations are established to maintain or aid
social, educational, religious or other charitable activities serving the common welfare, primarily through the making of grants.

**Program or Project:** An organized set of services designed to achieve specific outcomes for a specified population that will continue beyond the grant period.

**Program Announcement:** A generic funding opportunity accompanied by agency approved merit review.

**Program Income:** The gross income earned by a grant project from the activities part or all of which are borne as a direct cost by the grant. Examples are fees for services performed under the grant, rental or usage fees charged for use of equipment purchased with grant funds, funds generated from the sale of event tickets for performances or exhibits organized and paid for by the grant.

**Program Officer:** An employee of the grantee agency who oversees applications, funded projects and sometimes evaluates or determines funding for proposals. In federal agencies program officers have research and academic backgrounds similar to those of the applicants.

**Progress Report:** Periodic, scheduled reports required by the sponsor summarizing research or project progress to date.

**Project Director:** In some cases the Primary Contact will serve as the Project Director when a proposal is funded. In other cases, the sponsoring agency may require a 100% full-time Project Director requiring creation of a new position and recruitment. In this case, the newly hired Project Director will assume responsibilities for the grant from the Primary Contact becoming the official point of contact and assuming responsibility for implementing the project.

**Proposal:** A written statement/document establishing project need, objectives, methodology, qualifications of key personnel, budget, budget narrative, institutional commitment and program evaluation for a funded project.

**Re-budgeting:** Reallocation of funds available for spending between budget categories to allow best use of funds to accomplish the project goals.

**Renewal:** A competitively reviewed proposal requesting assistance directly from an awarding agency to carry out a project or program.

**Request for Applications (RFA)/Request for Proposals (RFP):** An RFA/RFP contains instructions and information required to complete and submit a grant application.

**Resubmission:** A request for funding from a sponsor for a proposal that has been previously rejected by the same sponsor. Occasionally, sponsors will request that an applicant make certain changes to a proposal and resubmit it. If a proposal has been substantially revised, or if
the changes have not been made at the request of the sponsor, the proposal is considered a new application.

**Revised Budget**: A revision of the budget for a previously submitted proposal that is submitted to a sponsor at their request. The sponsor will generally suggest areas and categories that should be revised. Revised budget requests usually occur when the sponsor funds a grant application at a level that differs from the original request.

**Scope of Work**: The description of the work to be performed and completed on a grant project. A Scope of Work is required but not submitted with the application for all subawards associated with a grant application.

**Seed Money**: A grant used to start a new project which may cover salaries and other operating expenses for the project.

**Site Visit**: A visit by funding agency staff to determine adequacy of staff and facilities to determine initial funding to assess progress on a continuing project.

**Sponsor**: An external funding source that enters into an agreement with the college to support research, instruction, public service or other sponsored activities. Sponsors include private businesses, corporations, foundations and other not-for-profit organizations, other colleges/universities, and federal, state and local governments.

**Sponsored Project**: A project supported by an external funding source under a mutually binding agreement that restricts the use of funds to the approved project and stipulates other conditions with which the college must comply. Sponsored projects generally:

- Are initiated by a formal proposal and award notice
- Are restricted to a specific purpose as described in the proposal
- Require technical and/or financial reports
- Entail other administrative requirements

**Sub-award**: A mechanism used to provide funding to an institution (subrecipient) collaborating with the lead institution (prime awardee/recipient) in the performance of a funded project. The sub-award is formalized with a sub-award agreement.

**Subcontract**: A contract between a prime contractor and a subcontractor to furnish supplies or services for the performance of a prime contract.

**Subcontractor**: A party that enters into and performs a subcontract.

**Submission Window**: Designated periods of time during which proposals will be accepted for review.
Sub-recipient: The legal entity to which a sub-award is made and which is accountable to the prime awardee for the use of the funds provided.

Terms of Award: All legal requirements imposed on a grant by the federal government through statutes, regulations or terms in the grant award document. Each Notice of Award may include standard and special provisions considered necessary to attain the objectives of the grant, facilitate post-award administration of the grant, conserve grant funds, or otherwise protect the federal government’s interests.

Timeline: A schematic or description of the goals, objectives, benchmarks and activities within a specified time set for reaching completion. Timelines may also include persons responsible and measurable outcomes or products.

Total Direct Costs: The sum of all direct costs in a proposal budget (See Direct Costs).

Training Grant: Grant funded programs which provide instructional activities for participants.

Transmittal: Formal legal mailing or electronic submission of the proposal to the funding agency.

Unallowable Costs: Specific categories of costs that cannot be charged directly or indirectly to federally funded sponsored projects in accordance with federal regulations.

Unrestricted Funds: Moneys with no requirements or restrictions. Grants, contracts and cooperative agreements are considered restricted funds. Gifts are considered unrestricted funds.

Unsolicited Proposal: A proposal submitted to a sponsor that is not in response to a RFP, RFA or Program Announcement.

Voluntary Cost Sharing: Cost sharing which is not required by the sponsor or shown on the proposal budget. Voluntary sharing is usually reported as cost sharing and must be documented through time and effort reporting.

Work: An original creation of authorship produced in a tangible medium including literary pieces, musical compositions, dramatic selections, dances, photographs, drawings, paintings, sculpture, video, sound recordings, computer software programs and other tangible assets.