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Introduction and Purpose

Paul D. Camp Community College (PDCCC) encourages faculty, staff and administrators to be aware of and seek out external funding opportunities to support institutional goals and objectives as outlined by the College’s mission and strategic plan.

This manual has been developed to guide and facilitate active involvement of all college personnel in grant funding opportunities. It is designed to serve as a reference explaining the college’s policies and procedures regarding the grant proposal process and administration, including responsibilities and policies. It is also intended to provide clear guidelines so that the processes and procedures for grants management can consistently be met.

The processes and procedures reviewed in this manual are also intended to enhance communication, to increase collaboration, college accountability and proper donor stewardship, and to assist those responsible for grant management and reporting.

Meetings:
Administrative oversight of grants is provided by the Office of Institutional Advancement in collaboration with the Thomas Nelson Community College (TNCC) Business Office; the Office of the President; PDCCC Administrative Office professionals; and others.

In addition to inter-departmental work, coordination and discussion regarding grants operations and activities also is executed through monthly Grants Management Meetings. Representatives of the Grants Management Team include: Institutional Advancement Vice President, Grants Coordinator, Grants Associate, all other College Vice Presidents, all Deans, the College President and Business Office Administrators. Also, once monthly meetings are held with all Grants Project Directors by assigned members of the Grants Team that consist of the Vice President of Institutional Advancement, the Grants Coordinator and Grants Associate. Additionally, the Grants Projects Directors are encouraged to contact their Grants Team member as often as needed.

Training:
In partnership with the TNCC Business Office, the Office of Institutional Advancement Grants Team will facilitate bi-monthly (every other month) training opportunities for Grants Projects Directors.

For assistance with researching funding opportunities, writing proposals and other grant-related tasks, PDCCC Staff are asked to contact the Office of Institutional Advancement at (757) 569-6790, as early as possible.
Pre-Approval Procedures
PDCCC’s Grant Submission Approval Process

The following guidelines have been established to ensure that grant submittals are developed with the approval of the College administration, are strategically designed to meet college goals and community needs, and do not create a conflict with other fund development initiatives.

The internal Grant Abstract Routing Form (see sample in Appendix) serves as a pre-approval tool and must be completed before development of any formal grant proposals. This form is used to collect information about proposals for external funding and to document compliance with college and grantor/donor policies and other regulations. The Project Director is responsible for filling out the form and securing required signatures. The Office of Institutional Advancement may assist in facilitating this process.

1. Grant initiatives, projects, collaborations and other grant-related activities will be conducted through the Office of Institutional Advancement and PDCCC’s Grants Management Team;
2. Historically at PDCCC most grants are generated through the PDCCC’s Grants Management Team. The Grants Team generally writes and submits the College’s highest priority proposals. This is executed through discuss and agreement at the PDCCC’s Grants Management Team Meetings.
   o However, faculty and staff are also encouraged to develop their own grant project recommendations.
   o Faculty and staff developing a grant application will be responsible for obtaining pre-approval from their supervisor and VP. A copy of the approval must be submitted to the Grant Office prior to substantial development of a grant application.
3. Once pre-approval is obtained, the Grants Coordinator and/or Grants Associate will assist designated college personnel with the preparation of grant proposals and will ensure compliance with grant guidelines, procedures, and timelines.
4. College personnel will provide the Grant Office with copies all pertinent materials/correspondence for all grant applications that are submitted in the name of the college.
5. All approved grant proposals or request forms must be submitted to the PDCCC Grants Office at least one month prior to the deadline.

Considering Grants Topics
The process for establishing grant topics and ultimately creating a grant submission may happen in one of several ways:

- Grants Team meets with the VP of Institutional Advancement re: potential topics
- Grants Team members meet one-on-one with Faculty, Staff, or others to generate ideas
- Departments/divisions develop submissions inter-departmentally
- Ideas generated at the once monthly PDCCC grants meetings

Through all of the above means, a grants submission form must be generated, signed and electronically saved authorizing the development of a grants submission.

Who must sign the grant authorization form?
The grant authorization form must be signed by:
- Faculty and staff named in the proposal
- The supervisor for the faculty or staff member named in the proposal
- The appropriate senior College administrator
Other, Miscellaneous Items:

- Some grants require matching funds from the College. This need will trigger additional administrative oversight.
- For grants requiring faculty release time, the VP of Academics and Student Development must respond affirmatively before considerable work on the grant submission should be done.
- For new staff positions sought through grant applications, HR must be contacted and must verify salary and benefit details for proposed grant funded positions (other than students).
- For equipment and facilities, Facilities/Administration must be contacted and must approve related actions.
Proposal Preparation & Submission Process

These guidelines apply after the review/approval of the Grant Abstract Routing Form. (Note: As a general rule, 30 business days should be allotted for the proposal preparation and submission process to be finalized.)

After approval, the IA Grants Team will meet with the assigned/approved Grants Project Director. This meeting will occur within one week after submission of the approved Grant Abstract Routing Form. When planning a grant proposal, consider these four items:

1. An Overview of the Idea/Plan/Program/Project/Proposal:
   • Consider: What is PDCCC’s interest?

2. The Need: Identify the Stakeholders and Expressed Need:
   • Why do this project? What is the need for it? What unmet need do you see in the community?
   • Include research on community demographics and statistical evidence of need.) - How do you know? What’s the research show? Why now?

3. Why PDCCC:

4. Resources Needed:

Below are the typical elements attached to a grant.
   • Final budget and budget justification
   • If appropriate conflicting financial interest disclosure form (if any)
   • Overview of the project description
   • Supporting communications (Letters of Support)
   • Certifications or assurances required by the sponsor
   • Application forms that require an official signature
   • Copy of the official cover page (if any)
Submission of the Proposal

The PDCCC Office of Institutional Advancement's Grants Coordinator and/or Grants Associate will manage the submission of all proposals.

**Electronic Submission**: Some foundations require electronic submission of proposals by a certain time and deadline. In this case, proposals can be completed on-line or attached and e-mailed to the appropriate address.

**Grants.Gov and Fastlane**: Note that most government entities have moved to all-electronic systems. There are certain “AOR’s” (Authorized Organizational Representatives) who are the only ones that can access this system or submit proposals.

Finally, approval of all grant submissions are signed by the President of the College or his designee.
Award Selection
Acceptance of Award

Notification of all competitive grant awards and contract documents shall be sent to the Office of Institutional Advancement for processing. Additionally, notification of awards and contracts also will be forwarded to the President’s office and other college personnel as appropriate.

Following are other important steps in the process:

- **Project Start-Up** - Before a college employee can begin any project activities, the Office of Institutional Advancement must have successfully processed the grant contract and received the written notice of award.

- **Receipt of Award Letters and Checks** - Upon receipt, copies of all award letters and checks received by the Office of Institutional Advancement/Grants Office are provided to the Project Directors, the Office of the President, and should be processed immediately upon receipt.

- **Financial Administration Policy** - The PDCCC Vice President of Administrative and Technology Services and TNCC Business Office personnel will review the contract for required performance outcomes, obligatory reports, federal/state compliance requirements, evaluation components, and other conditions.
  - Grant project expenditures must be aligned with the approved budget appearing in the proposal or letter of award. No requests for changes may be made without the approval of the Office of Institutional Advancement/Grants Office.

All grant contracts will be processed for the President’s final approval and signature through the Office of Institutional Advancement’s Grant Office.

Public Relations will be notified of grant awards and contracts to facilitate press releases.

The Grants Team representative will schedule a meeting with the grant project personnel, TNCC Business Office staff, and others as necessary members to review and discuss budgetary requirements/ procedures, programmatic requirements, and other appropriate issues. This meeting should be accomplished within 10 days of acknowledgment of award selection.
Monitoring Expenses and Managing the Grant

The Grants Project Director, in partnership with the TNCC Business Office and the I.A. Grants Team, are the budget administrators for the grant and must authorize and monitor all expenditures posted to it.

All grants are assigned a grant code by the TNCC Business Office, for college revenue expenses. Should no extenuating factors be present, the assignment of a budget code typically occurs within 5 business days upon formal request. Expenses are charged to grants the same as they are charged to any college-funded expenditure. All costs charged to a grant must be:

- Reasonable
- Allocable to the specific project
- Consistent with the way the same costs are treated in like circumstances at PDCCC
- Allowable under federal cost principles, agency-specific policies, award-specific terms and conditions, and college policies

Be sure that all invoices, vouchers, and payroll charges submitted are charged to the grant properly include the grant account number on all paperwork.

Charging Expenses to Grants: Expenses are charged to grants the same as they are charged to any college expense.

Expenditures: All expenditures must be within the terms of the award and the budgetary policies of the College and Grantor. The Grants Project Director should authorize all expenditures by grant account number, the cost category (equipment, supplies, etc.) and sign/approve each invoice.

Direct Costs, Personnel: Most granting agencies, as well as College policy, require that all salaries paid from a grant or contract be consistent with the salaries and wages which are paid from College funds to other staff members with similar qualifications and experience. Payments to professional and non-professional personnel may be made only in proportion to the time and effort spent directly on the project. Salaries of individuals working on more than one project may be prorated according to the percentage of time and effort devoted to each. However, this total amount cannot exceed the person's base salary.

Materials, Equipment and Services: All materials, equipment, and services must be procured using the Colleges' formal procurement policy. Generally, all materials, equipment and services must be ordered after the starting date and prior to the termination date of a grant or contract.

Invoices and interdepartmental charges are sent directly to the Grants Project Director and have to be approved by him/her, noting the grant account number, cost, and category (equipment, supplies, etc.). After signature, they are sent to the TNCC Business Office for processing.

Travel: Expenses in connection with the grant or contract will be reimbursed according to the terms of the award and the travel reimbursement policy of the College.

Indirect Costs: The indirect cost charged to grants and contracts represents reimbursement to the College for such overhead items as general administration and plant operation (heat, light, space utilization, maintenance, etc.).

Cost Overruns: Project Directors are responsible for not exceeding the grant budget. If cost overruns occur, department budgets may be charged for the excess expense. If expenses are projected to
exceed the budget, Project Directors must consult with the Office of Institutional Advancement/Grants Team and TNCC Business Office Grants Accountant about possible sources of college funding.

**Budget Changes:** Project Directors should contact the Office of Institutional Advancement/Grants Team if they need to spend grant funds on items that are not included in the awarded budget (or alter other grant terms). The Office of Institutional Advancement/Grants Team will then contact the TNCC Business Office. Some examples of changes to grant terms that require approval are:

- Change of scope
- Pre-award spending
- No cost extension
- Line-item change in the budget that may violate sponsor policies

Include the details of and justification for the change, request formal approval from the PDCCC Grants Team and TNCC Grant Accountant. These rules apply to all grants.
Reporting Requirements

The Grants Project Director is responsible for all narrative or technical reports. Many grantors require annual progress reports; check the specific terms and conditions of the grant. All narrative reports and correspondence must be sent to the Office of Institutional Advancement/Grants Team one week prior to the reporting deadline.

It is the responsibility of the Grants Project Director, in partnership with the TNCC Business Office and the Office of Institutional Advancement Grants Office to prepare and submit non-financial reports in accordance with the grant provisions.

**Monthly Expense Reports:** Expense reports can be obtained/run through the AIS tool; reports should be run at minimum of one time per month. These reports will show the budget, the total expended during the previous fiscal years, and the total expended under the current fiscal year, with detail for the current month. This report should be reviewed monthly and any discrepancies reported promptly to the Office of Institutional Advancement's Grants Team.

**Quarterly Reports:** Quarterly reports on all grants and contracts will be forwarded as necessary to the grantor. As with all reports they are prepared by the Grants Project Director and the assigned Grants Team member.

**Final Reports:** Final reports will be submitted at the end of each project and submitted to the grantor. As with all reports they are prepared by the Grants Project Director and the assigned Grants Team member.

**Interim Reports:** Interim financial reports will be prepared if required for the awarding agency. As with all reports they are prepared by the Grants Project Director and the assigned Grants Team member.

**Unexpended Funds:** The disposition of unexpended funds of a completed grant is determined by the policy of the grantor. Generally such funds are returned to the grantor. As with all reports they are prepared by the Grants Project Director and the assigned Grants Team member.

**No-Cost Extensions:** Most sponsoring agencies allow the grant termination date to be extended if more time as needed to finish the project. If no-cost extensions are allowed, you generally must be able to show that you need additional time to achieve your original goals and objectives. In all cases, such extensions must be requested at minimum 60 days in advance of the approved termination date. Contact the Office of Institutional Advancement/Grants Team for the appropriate procedures.

**Grant Close Out Processes:** To be processed, vouchers submitted within 90 days of the close of a grant must list only expenses that are within an approved budget category.

**Financial Disclosure**

In accordance with varied regulations, the Grants Project Director and any staff (including those of his or her spouse and dependent children) applying for financial/in-kind support must disclose all significant financial interests. This applies to grants project director, senior project staff and any other persons who are responsible for grant project.

A copy of the policy and disclosure form is available from the TNCC Business Office. Also, PDCCC’s Code of Business Ethics and Conflict of Interest are updated annually (found on the web), and whenever new reportable significant financial interests are acquired.
Roles and Responsibilities

Role of the Grants Project Director
The Grants Project Director is responsible for all aspects of conducting the project. The Project Director is responsible for:

1. Notifying the Office of Institutional Advancement/Grants Team, as appropriate, about any grant award documents received.
2. Forwarding all original award documents received to the Office of Institutional Advancement/Grants Team.
3. Obtaining a Fund number from the TNCC Grants Accounting Office.
4. Reviewing and complying with the terms and conditions of the grantor and the specific grant.
5. Record keeping and record retention are the responsibility of both the IA Grants Team, the Assigned Project Director and the TNCC Business Office. Record retention refers to the number of years all project files must be maintained required by the funder or PDCCC Record Retention Policy.
6. Reviewing and following the College’s academic and financial policies, including procurement and travel policies related to grants.
7. Implementing the project.
8. Monitoring expenses and limiting expenditures to the total dollar amount awarded.
   - Expenditures must be limited to the budget (by line item) agreed upon by the funding entity.
9. Discussing any prospective expenses that are not in the awarded budget with the TNCC Grants Accounting Office.
10. Requesting written approval from the Grants Accounting Office and Office of Institutional Advancement for any changes to approved budgets or other terms of the grant.
   - The Grants Accounting Office is comprised of the TNCC Grants Accountant; PDCCC Financial Analyst, and TNCC Budget Analyst.
11. Ensuring that all items charged to the grant are allowable, allocable to the grant, reasonable, and consistent.
12. Managing the grant budget and paperwork (orders, forms, invoices, quotes, etc.); using the grant fund number on all paperwork.
13. Ensuring that the project stays within the scope and objectives of the original proposal.
14. Submitting all required narrative and technical reports on time and forwarding copies (plus any grant-related correspondence) to the Office of Institutional Advancement/Grants Team, as appropriate.
15. Project Directors must seek input from the Office of Institutional Advancement/Grants Office regarding budget modifications and how to spend or deal with any funds carried over from one funded year to another.
16. Requesting no-cost extensions, if necessary and allowed, at minimum 60 days in advance of the approved grant termination date.
   - No request for an extension of a grant project - be it a no-cost extension or a funding renewal - may be made unilaterally by the Project Director. The I.A. Grants Office must be consulted first and the established procedures followed.
17. Compliance with applicable federal, state and/or local regulations, completion of all required reports, and submission of all in-house documentation (i.e. requests to transfer funds, etc.)
18. Implementation of project activities and ensuring that the project is conducted as described in the proposal and that the project goals are being met.
19. Project evaluation and quality control. This includes preparing and submitting to the TNCC Grants Office quarterly, interim, and final reports, as may be required, and by the designated deadlines.
   - The initial reports should be short and respond to key questions asked the Grants Team. The Grants team will formalize the reports for submission.
20. Stewardship – In general, stewardship refers to the ability of the College to direct the contributed funds in accordance with the grantor’s intentions.

21. Assist the I.A. Grants Office in articulating the project’s sustainability to the donor (when applicable).

22. Ensures that all college safety regulations and policies regarding such matters as recruiting, Environmental regulations, among others, are followed.

Should a Project Director anticipate terminating his or her association with the College, the I.A. Grants Office must be contacted immediately.

Role of the TNCC Grants Accounting Office
The TNCC Grants Accounting Office is responsible for the overall financial administration of all grants to the College. 
(The Grants Accounting Office is comprised of the TNCC Grants Accountant; PDCCC Financial Analyst, and TNCC Budget Analyst.)

Specific responsibilities include:
1. Setting up all grants in the accounting system.
2. New grants account codes should be processed within 72 hours of notice of award.
3. Partnering for requests for reimbursement from sponsors for grant-funded expenses.
4. Authorizing changes to approved budgets or other grant terms (as allowed by sponsor’s policy).
5. Certifying compliance with all grant-related federal regulations.
6. Record keeping and record retention are the responsibility of both the IA Grants Team, the Assigned Project Director and the TNCC Business Office. Record retention refers to the number of years all project files must be maintained required by the funder or PDCCC Record Retention Policy.
7. Fiscally closing out grants, in AIS, at completion of the grant award.
8. Negotiates terms and conditions of any sub-award agreements that must be issued by PDCCC/TNCC Business Office.
9. Oversight of fiduciary responsibilities
10. Maintaining fiscal records associated with the grant and for reconciling such records with the official expenditure reports prepared and disseminated by the TNCC Business Office.
   • Fiscal reports are prepared by the TNCC Business Office and programmatic reports are completed by PDCCC Project Directors.

Role of the Office of Institutional Advancement/Grants Team (Includes roles/responsibilities of Grants Coordinator/Grants Associate)
1. Sets/facilitates once monthly Grants Team meetings.
2. Notifies the TNCC Grants Accounting Office and the President of Institutional Advancement of awards.
3. Advises the Grants Project Director about the terms and conditions of the grant.
4. Submits forms to the TNCC Grants Accounting Office along with the required documentation.
   • Forms submitted must be accompanied by appropriate documentation, including but not limited to:
     • the official award notification or agreement
     • a copy of key sections of the proposal and the budget
     • the original Grant Abstract Form (“grant authorization form”)
     • other relevant materials, such as the award terms and conditions, academic and/or administration restrictions, and sponsor guidelines
5. Conveys to the donor the impact and affect the gift had on the college and its students through accurate and thorough performance and impact reports
6. Advises faculty about budget administration.
7. Monitors non-financial reporting requirements and ensure that Grants Project Director files all required technical and narrative reports.
8. Assists in coordination of both financial and non-financial post award management items, such as requests for no cost extensions, budget changes, and supplemental funding; notifies sponsors of unusual situations, such as absence of the Grants Project Director.

9. Manages electronic research administration systems, such as the “Foundation Center” grants and funding search engine.

10. Negotiates terms and conditions of the final award in some instances.

11. Ensures timely submission of quarterly and annual performance reports.

12. Reviews individual project performance reports.

13. Records should contain, at a minimum, the following:
   - A signed copy of the proposal and the approved budget.
   - Operational budgets and any amendments.
   - Correspondence.
   - Payroll and Time and Effort Reports.
   - Consultant contracts, invoices, and reports.
   - Report forms and report copies.
   - Files related to grant activities such as client records, publicity, evaluation, etc.
   - Copies of all requisitions, invoices, travel authorizations and reimbursements.

14. Within 60 days of completion and closing out of the project and final reports, all documentation and reports are to be delivered to the TNCC Grant Administration Office for archival filing. This includes copies of financial reports prepared by the TNCC Business Office.

15. Record keeping and record retention are the responsibility of both the IA Grants Team, the Assigned Project Director and the TNCC Business Office. Record retention refers to the number of years all project files must be maintained required by the funder or PDCCC Record Retention Policy.

16. Facilitate completion of grant applications pursuant to the criteria established by the funding agency:
   - The PDCCC Grants Team, in coordination with lead staff or faculty member, will organize the proposal and all supporting materials.
   - The Grants Team will present final grant proposal for review by the President and respective Vice Presidents and/or Deans.
   - Serve as the lead editor to the completed draft of applications. The coordinator will rarely be the subject matter expert (SME) for a given grant, and therefore the PDCCC Grants Team likely will not draft initial grant application/proposals. The Grants Coordinator will partner with the appropriate Faculty/Staff SME to complete grant applications.
   - Serve as the lead to ensure that all deliverables are executed on track and on schedule, with the appropriate approvals completed efficiently.

17. Track all PDCCC grants submissions.

18. Track reporting requirements for all submissions.

Office of the President:
1. Approves the pursuit of grant funding opportunities. Ensures that grant objectives align with the college strategic plan and mission.

2. President will receive a final draft of all grant submissions and will provide approval for any submissions outside of established funding priorities.

3. Serves as the authorized official, signing all grant proposals, letters of intent, support letters, and partnership agreements.

4. Attends monthly grants meetings.
Public Relations:

1. Upon receipt of an award letter and/or validated contract, the IA Grants Team will notify the PDCCC Director of Public Relations regarding the award and its implementation plan. The Public Relations Director will be responsible for the creation and submission of any media releases to be distributed by the college.
   - Providing the donor with all promised publicity/return on Investment items.
2. Manages data and coordinates publicity for institutional grants.
APPENDIX
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<td>2. PROJECT TITLE</td>
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<td>3. PROJECT DIRECTOR(S)</td>
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<td>4. PROJECT FUNDED IN PAST?</td>
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<td>IF YES, WHAT SOURCE?</td>
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<td>ANY SIGNIFICANT CHANGES?</td>
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<td>5. PROJECT PARTNERSHIPS (if any)</td>
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<td>6. FUNDING PERIOD</td>
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<td>7. DUE DATE</td>
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<td>8. OBLIGATIONS/FINANCIAL CONSIDERATIONS (including curriculum, personnel, support services, space)</td>
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<td>9. AMOUNT OF FUNDING REQUESTED</td>
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<td>10. INDIRECT COST RATE (for federal grants...can be completed by Grants Coordinator)</td>
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<td>11. PDCCC MATCHING FUNDS REQUIRED (if any)</td>
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<td>12. PROJECT ABSTRACT/SUMMARY Be sure to include problem &amp; target population addressed by proposal, relation to college mission, and project goals/objectives. If you need more space, please attach to this form.</td>
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### APPROVAL SIGNATURES

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<td>VP of Academic and Student Development</td>
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<td>VP of Institutional Advancement / Foundation Executive Director</td>
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<td>VP of Administration and Technology</td>
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<td>President</td>
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COLLEGE GRANTS MANAGEMENT & GUIDANCE INFORMATION

Paul D. Camp Community College and the College’s Foundation recognizes that grants from private organizations, foundations, and federal, state and local government agencies may provide important support for the mission of the College. Therefore, College administrators may apply for or otherwise seek grants from private or public sources to help support:

- Transfer education
- Career preparation
- Learning outreach
- Advanced studies
- Student and community enrichment
- Economic and workforce development
- Student success services
- Other programs, projects or initiatives consistent with the mission of the College

The Vice President for Institutional Advancement shall develop and promulgate Administrative Policies that regulates the administration and management of grants from application through completion. In keeping with the college’s commitment to promote a culture of evidence in all of its activities, this Administrative Policy shall assure that:

- Grants are consistent with the mission of the college and aligned with college goals and strategic priorities
- College participation in the activity funded by the grant is not prohibited by federal, state or local law
- Grant documents, including completed applications and grantor compliance requirements are reviewed and approved by before a grant application is submitted to a grantor
- Grant application submission is coordinated with other necessary college departments and requests to the same grantor
- The preference is for each individual grant to exceed $5,000; however this guideline may be adjusted based on need and circumstance
- The fiscal impact of the grant is assessed

External Evaluation

The Virginia Community College System (VCCS) has developed a pool of pre-screened, pre-qualified external evaluators for use in grant-funded programs. As a result, individual colleges are not required to issue competitive requests for proposals (RFPs) or invitations for bid (IFBs) in order to contract with an external provider for evaluation services. The Project Director may request quotes from a selection of qualified firms within the pre-qualified pool, and issue a purchase order to secure the services of the chosen firm. (Contact the Director of Grant Development & Administration at the VCCS for more information on the procurement process for pre-qualified evaluators.)

In some cases, the external evaluator may have been identified during the grant writing process, and may have been involved in the development of the preliminary evaluation plan. If the evaluator was not involved in drafting the preliminary evaluation plan, the external evaluator’s work should begin with a review of the evaluation plan to ensure research validity and rigor.

If, for whatever reason, the Project Director does not wish select an evaluator from the pre-qualified pool, he or she has the option to conduct a traditional competitive bid process. For guidance on this process, contact the College’s procurement officer.
For more information about grants management procedures at PDCCC, contact the Vice President of Institutional Advancement/PDCCC Foundation Executive Director via 757.569.6790.
The solicitation and acceptance of grants is addressed in another section. The specific procedures for applying for, administering and reporting approved projects are contained in this section.

I. COORDINATION
General coordination of grants is assigned to the Vice President of Institutional Advancement; however, specific coordination may involve the entire administrative staff. VCCS guidelines require that contractual relationships with organizations external to the VCCS be reviewed by the Vice President of Administration and Technology to ensure the contract addressed all grant requirements. In addition, the Office of the Attorney General should review and approve external contracts.

The PDCCC Foundation should be the grantee wherever possible and allowed. It is recognized that some funding organization are prohibited from donating to a foundation by its bylaws. In these cases the College will be the grantee.

II. ADMINISTRATION
Administration of any approved grant is vested in the Grant or Project Coordinator. This position is responsible for all operations. Support services are available from the Office of Institutional Advancement, PDCCC Budget Analyst, Thomas Nelson Community College (TNCC) Grant Accountant, or other supporting departments.

III. PROPOSALS DEVELOPMENT
A. Development Responsibility
Responsibility for development of the proposals is the employee who initiates them with assistance from the Office of Institutional Advancement.

B. Contents of Proposal
All proposals begin with an idea. Development of that idea into a comprehensive document requires an extensive effort. Therefore, it is extremely important that the suggested guidelines be reviewed in advance with the Grant Writer/Coordinator. The proposal normally contains the following:
- Title
- Description
- Needs
- Objectives
- Procedures
- Evaluation and close out procedures
- Budget
- Letters of Support (optional)

C. Matching Funds
In the event that matching funds, cash or in-kind are necessary, the President and the Vice President of Administration and Technology must identify and approve.

IV. SUBMISSION OF PROPOSAL
Responsibility
The responsibility for the preparation of institutional grant proposals lies with the Vice President of Institutional Advancement in conjunction with the assigned Project Director or writer of the proposal. The Vice President of Institutional Advancement is responsible for coordinating the preparation of proposals with appropriate offices in the College. Proposals that include faculty or classified positions must be coordinated with the Vice President of Administration and Technology for proper title, grade and salary information. Proposed budgets are referred to the President and the Vice President of Administration and Technology by the Vice President of Institutional Advancement to eliminate any unnecessary delay during the review process, particularly in those instances where matching funds are required.

The final proposal must be submitted to the Vice President of Institutional Advancement at least two weeks prior to the due date specified by the grantor.

The Vice President of Institutional Advancement submits the proposal to the grantor agency either by certified mail or by delivering it to the appropriate center.

Procedures

A. Communication – Internal

Regulations for grants are complicated and require effective communication between the Vice President of Institutional Advancement, PDCCC Budget Analyst, and TNCC Grant Accountant. Generally, each sector should be provided copies of any decisions related to managing grants. The Vice President of Institutional Advancement is responsible for providing a copy of the operating budget to the PDCCC Budget Analyst and TNCC Grant Accountant.

B. Communication – External

In addition to meeting the requirements of the grantor, the College is required to obtain approval from various state offices.

The principal responsibility for communicating with the grantor agencies lies with the Vice President of Institutional Advancement. From time to time the Project Director or Coordinator will communicate with appropriate program staff in grantor agencies. When such communication takes place, the Vice President of Institutional Advancement and Grant Analyst should be notified.

PDCCC will always adhere to the intention of a grant or donor directive. If there are questions or unforeseen opportunities - any changes or exceptions to any grant will be approved by the grantor in writing before the change or exception is allowed and implemented.

C. Control of Expenditures

All grant funds are expended under those procedures established by the state comptroller’s office and the Virginia Community College System. Project Directors and Coordinators are urged to monitor all grant expenditures closely. If funds are not being expended rapidly enough to insure that the money will be spent by the end of the grant period, changes must be made. The Vice President of Institutional Advancement must be notified no later than 90 days before the end of the grant period of any anticipated under expenditure to aid in arranging a program and budget change or a request for extension.
The Vice President of Administration and Technology has the delegated responsibility for the receipt, custody and disbursement of all institutional grant funds. No grant can be considered operable until the official award has been received. The Project Director or Coordinator is responsible for reviewing the grant’s monthly report of expenditures. If funds are not being spent at the projected level in the categories established in the project budget and it appears that a grant extension may be necessary, the Vice President of Institutional Advancement will be contacted 90 days before the end of the grant period to make arrangements for an extension with the grantor agency. The Vice President of Institutional Advancement will coordinate the request for extension with the TNCC Grant Accountant and PDCCC Budget Analyst.

D. **Internal Budget Management**

The Office of Institutional Advancement will deposit grant checks in a timely manner. Any check made payable to the College rather than the Foundation will be reviewed. In many cases grantor will be contacted for their permission, in writing, for the Office of Institutional Advancement to deposit the check into the PDCCC Foundation. Otherwise, the check will be tendered to the PDCCC Budget Analyst for deposit by the College.

All grant expenditures except those for full-time personnel are directly authorized by the Project Director (with approval of their supervisor). Full-time personnel are entered on the computer accounts with a grant code. In the case of part-time personnel, the Project Director sends a signed authorization to the Human Resources Office so the person can be put on the payroll. From that time, the immediate supervisor signs his/her time sheet in HRMS. The Project Director approves all travel requests and signs all purchase requisitions and forwards them to the Budget Analyst using the established institutional forms.

**Significant Spreadsheets and Queries**

- AIS System Reports
- Federal G5 Reports
710 Grants and Contracts
Primary Office Responsibility: Office of Institutional Advancement

I. PURPOSE
The policy describes the responsibility of Paul D. Camp Community College, the Office of the President, the Office of the Vice President of Administration and Technology, and the Office of the Vice President of Institutional Advancement for the execution of all contractual agreements entered into by, for, or on behalf of Paul D. Camp Community College. Paul D. Camp Community College (PDCCC) encourages faculty, staff and administrators to be aware of and seek out external funding opportunities to support institutional goals and objectives as outlined by the College’s mission and strategic plan. This policy and a separate more extensive manual have been developed to guide and facilitate active involvement of all college personnel in grant funding opportunities. They are designed to serve as a reference explaining the college's policies and procedures regarding the grant proposal process and administration, including responsibilities and policies. It is also intended to provide clear guidelines so that the processes and procedures for grants management can consistently be met. The processes and procedures are also intended to enhance communication, to increase collaboration, college accountability and proper donor stewardship, and to assist those responsible for grant management and reporting.

II. SCOPE OF POLICY
This policy will apply to any and all contractual agreements entered onto by the College. All proposal development and other grant-related activities at Paul D. Camp Community College must be evaluated regularly.

III. DELEGATION OF SIGNATURE AUTHORITY
No grant or contract shall be executed or submitted without the signature of the President of the College. The President may authorize to delegate their signatory authority as defined herein to any college official provided that:

- Such delegation shall be operative only during the fiscal year in which the delegation is made
- Such delegation shall specify which type of documents may be executed, including a dollar limitation if applicable
- Such delegation shall provide for a certification of procurement compliance to be completed at the end of the delegation period

IV. MEETINGS
Administrative oversight of grants is provided by the Office of Institutional Advancement in collaboration with the Thomas Nelson Community College (TNCC) Business Office; the Office of the President; PDCCC Administrative Office professionals; and others.
In addition to inter-departmental work, coordination and discussion regarding grants operations and activities also is executed through monthly Grants Management Meetings. Representatives of the Grants Management Team include: Institutional Advancement Vice President, Grants Coordinator, Grants Associate, all other College Vice Presidents, all Deans, the College President and Business Office Administrators. Also, once monthly meetings are held with all Grants Project Directors by assigned members of the Grants Team that consist of the Vice President of Institutional Advancement, the Grants Coordinator and Grants Associate.

Additionally, the Grants Projects Directors are encouraged to contact their I.A. Grants Team member as often as needed.

V. TRAINING
In partnership with the TNCC Business Office, the Office of Institutional Advancement Grants Team facilitates bi-monthly (every other month) training opportunities for Grants Projects Directors.

VI. OVERVIEW OF GENERAL PROCEDURES FOR GRANTS MANAGEMENT
a. Pre-Approval Procedures: PDCCC’s Grant Submission Approval Process
   i. Guidelines have been established to ensure that grant submittals are developed with the approval of the College administration, are strategically designed to meet college goals and community needs, and do not create a conflict with other fund development initiatives.
   ii. The internal Grant Abstract Routing Form serves as a pre-approval tool and must be completed before development of any formal grant proposals. This form is used to collect information about proposals for external funding and to document compliance with college and grantor/donor policies and other regulations. The Project Director is responsible for filling out the form and securing required signatures. The Office of Institutional Advancement may assist in facilitating this process.

b. Proposal Preparation & Submission Process
   i. These guidelines apply after the review/approval of the Grant Abstract Routing Form.
   ii. After approval, the IA Grants Team will meet with the assigned/approved Grants Project Director. This meeting will occur within one week after submission of the approved Grant Abstract Routing Form. When planning a grant proposal, consider these four items: What is PDCCC’s interest? Why do this project? Why PDCCC? What resources are needed?

c. Submission of the Proposal
   i. The PDCCC Office of Institutional Advancement’s Grants Coordinator and/or Grants Associate will manage the submission of all proposals through Electronic Submission or via Grants.Gov and Fastlane. In some cases, hard copies are hand-delivered or mailed.

d. Award Selection: Acceptance of Award
   i. Notification of all competitive grant awards and contract documents shall be sent to the Office of Institutional Advancement for processing.
Additionally, notification of awards and contracts also will be forwarded to the President's office and other college personnel as appropriate. Following are other important steps in the process:
1. Project Start-Up
2. Receipt of Award Letters and Checks
3. Financial Administration Policy

e. **Monitoring Expenses and Managing Grants**
   i. The Grants Project Director, in partnership with the TNCC Business Office and the I.A. Grants Team, are the budget administrators for the grant and must authorize and monitor all expenditures posted to it.
   ii. All grants are assigned a grant code by the TNCC Business Office, for college revenue expenses. Should no extenuating factors be present, the assignment of a budget code typically occurs within 5 business days upon formal request. Expenses are charged to grants the same as they are charged to any college-funded expenditure. All costs charged to a grant must be Reasonable; Allocable to the specific project; Consistent with the way the same costs are treated in like circumstances at PDCCC; Allowable under federal cost principles, agency-specific policies, award-specific terms and conditions, and college policies

VII. **CHARGING EXPENSES TO GRANTS**
Expenditures include: Direct Costs, Personnel; Materials, Equipment and Services; Travel; as well as Indirect Costs. Project Directors are responsible for not exceeding the grant budget. If cost overruns occur, department budgets may be charged for the excess expense. If expenses are projected to exceed the budget, Project Directors must consult with the Office of Institutional Advancement/Grants Team and TNCC Business Office Grants Accountant about possible sources of college funding.

Project Directors should contact the Office of Institutional Advancement/Grants Team if they need to spend grant funds on items that are not included in the awarded budget (or alter other grant terms). The Office of Institutional Advancement/Grants Team will then contact the TNCC Business Office.

VIII. **REPORTING REQUIREMENTS**
Each Grants Project Director is responsible for all narrative or technical reports. Many grantors require annual progress reports; check the specific terms and conditions of the grant. All narrative reports and correspondence must be sent to the Office of Institutional Advancement/Grants Team one week prior to the reporting deadline. It is the responsibility of the Grants Project Director, in partnership with the TNCC Business Office and the Office of Institutional Advancement Grants Office to prepare and submit non-financial reports in accordance with the grant provisions. Reports include the following:
   a. Monthly Expense Reports
   b. Quarterly Reports
   c. Final Reports
   d. Interim Reports
   e. Unexpended Funds
f. No-Cost Extensions
g. Grant Close Out Processes

IX. FINANCIAL DISCLOSURE
In accordance with varied regulations, the Grants Project Director and any staff (including those of his or her spouse and dependent children) applying for financial/in-kind support must disclose all significant financial interests. This applies to grants project director, senior project staff and any other persons who are responsible for grant project.

A copy of the policy and disclosure form is available from the TNCC Business Office. Also, PDCCC’s Code of Business Ethics and Conflict of Interest are updated annually (found on the web), and whenever new reportable significant financial interests are acquired.

X. ROLES/RESPONSIBILITIES FOR PDCCC STAFF

Grants Project Director

1. The Grants Project Director is responsible for all aspects of conducting the project. The Project Director is responsible for:
2. Notifying the Office of Institutional Advancement/Grants Team, as appropriate, about any grant award documents received.
3. Forwarding all original award documents received to the Office of Institutional Advancement/Grants Team.
4. Obtaining a Fund number from the TNCC Grants Accounting Office.
5. Reviewing and complying with the terms and conditions of the grantor and the specific grant.
6. Record keeping and record retention are the responsibility of both the IA Grants Team, the Assigned Project Director and the TNCC Business Office. Record retention refers to the number of years all project files must be maintained required by the funder or PDCCC Record Retention Policy.
7. Reviewing and following the College’s academic and financial policies, including procurement and travel policies related to grants.
8. Implementing the project.
9. Monitoring expenses and limiting expenditures to the total dollar amount awarded.
10. Discussing any prospective expenses that are not in the awarded budget with the TNCC Grants Accounting Office.
11. Requesting written approval from the Grants Accounting Office and Office of Institutional Advancement for any changes to approved budgets or other terms of the grant.
12. Ensuring that all items charged to the grant are allowable, allocable to the grant, reasonable, and consistent.
13. Managing the grant budget and paperwork (orders, forms, invoices, quotes, etc.); using the grant fund number on all paperwork.
14. Ensuring that the project stays within the scope and objectives of the original proposal.
15. Submitting all required narrative and technical reports on time and forwarding copies (plus any grant-related correspondence) to the Office of Institutional Advancement/Grants Team, as appropriate.
16. Project Directors must seek input from the Office of Institutional Advancement/Grants Office regarding budget modifications and how to spend or deal with any funds carried over from one funded year to another.
17. Requesting no-cost extensions, if necessary and allowed, at minimum 60 days in advance of the approved grant termination date.
18. Compliance with applicable federal, state and/or local regulations, completion of all required reports, and submission of all in-house documentation (i.e. requests to transfer funds, etc.)
19. Implementation of project activities and ensuring that the project is conducted as described in the proposal and that the project goals are being met.
20. Project evaluation and quality control. This includes preparing and submitting to the TNCC Grants Office quarterly, interim, and final reports, as may be required, and by the designated deadlines.
21. Stewardship – In general, stewardship refers to the ability of the College to direct the contributed funds in accordance with the grantor’s intentions.
22. Assist the I.A. Grants Office in articulating the project’s sustainability to the donor (when applicable).
23. Ensures that all college safety regulations and policies regarding such matters as recruiting,
9. Oversight of fiduciary responsibilities
10. Maintaining fiscal records associated with the grant and for reconciling such records with the official expenditure reports prepared and disseminated by the TNCC Business Office.

Office of Institutional Advancement/Grants Team
This group includes roles/responsibilities of Grants Coordinator/Grants Associate) and Vice President of Institutional Advancement.
1. Sets/facilitates once monthly Grants Team meetings.
2. Notifies the TNCC Grants Accounting Office and the President of Institutional Advancement of awards.
3. Advises the Grants Project Director about the terms and conditions of the grant.
4. Submits forms to the TNCC Grants Accounting Office along with the required documentation.
5. Conveys to the donor the impact and affect the gift had on the college and its students through accurate and thorough performance and impact reports.
6. Advises faculty about budget administration.
7. Monitors non-financial reporting requirements and ensure that Grants Project Director files all required technical and narrative reports.
8. Assists in coordination of both financial and non-financial post award management items.
9. Manages electronic research administration systems, such as the “Foundation Center” grants and funding search engine.
10. Negotiates terms and conditions of the final award in some instances.
11. Ensures timely submission of quarterly and annual performance reports.
12. Reviews individual project performance reports.
13. Record keeping and record retention are the responsibility of both the IA Grants Team, the Assigned Project Director and the TNCC Business Office.
14. Facilitate completion of grant applications pursuant to the criteria established by the funding agency.
15. Track all PDCCC grants submissions.
16. Track reporting requirements for all submissions.
17. Attends monthly grants meetings.

Office of the President
1. Approves the pursuit of grant funding opportunities. Ensures that grant objectives align with the college strategic plan and mission.
2. President will receive a final draft of all grant submissions and will provide approval for any submissions outside of established funding priorities.
3. Serves as the authorized official, signing all grant proposals, letters of intent, support letters, and partnership agreements.
4. Attends monthly grants meetings.

Public Relations
Upon receipt of an award letter and/or validated contract, the IA Grants Team will notify the PDCCC Director of Public Relations regarding the award and its implementation plan.
1. The Public Relations Director will be responsible for the creation and submission of any media releases to be distributed by the college.
2. Manages data and coordinates publicity for institutional grants.

XI. INTERNAL CONTROLS and RISK MANAGEMENT

Internal Controls
The responsibility for the overall establishment and maintenance of sound internal controls within Paul D. Camp Community College resides with the President.

The TNCC Business Office shall choose one of the managers to serve as the Internal Control Coordinator who has the overall responsibility for ensuring the policy is maintained and evaluated.

Risk Management
A risk management assessment shall be performed annually for each grant, gift and contract in order to assess the vulnerability of each key problem area such as: waste, loss, unauthorized use or misappropriations of resources.

The Risk management would also look at the amount of funds still available for use and if the funds need to be returned to the grantor.

The Coordinator will discuss the Risk Management with the President. If any weaknesses or risks are identified the potential impact should be evaluated and subsequent actions developed.

Internal Examination will be performed every six months on identified weakness found in the Risk Management. The areas specified to be examined for control techniques:

- Are they being performed in accordance with documented policies and procedures
- Are they being performed by knowledgeable personnel in well-defined, segregated duties within available college resources
- Are they performed with proper approval and are coordinated with the college’s mission and goals
- Are reducing material risk of waste, loss, unauthorized use or misappropriation of resources
- Are they accomplishing objectives in an efficient and effective manner

Corrective Action
Should they be required, corrective actions will be scheduled within 30 days to improve internal control.

a. training,
b. updating policies
c. reassigning of duties
d. other appropriate actions
e. The cost of corrective action should be identified and who will be responsible for the implementation of the corrective action should be considered and results reported to the President.
f. Follow Up, a follow up analysis should take place four months after the corrective action plan has been put in place. This will determine if the action was effective.

g. Records Retention: Internal control assessments, examinations and associated documentation should remain on file for five years.

Finally, PDCCC’s new Policies and Procedures Grants Manual provides more extensive information on a majority of the items identified in this policy. The policy manual provides specific and explicit directional guidance for those involved in grants management.

This policy, along with other Office of Institutional Advancement policies, are reviewed regularly, and are being updated at minimum once annually.
TERMS & DEFINITIONS

**Appropriation**: Legislation enacted which establishes a Federal or state activity—these are the actual amounts of funds made available by a legislative body to be spent under a certain program area.

**Contract**: Contracts differ from grants in that the funding agency has a service it wants performed. The college may submit a bid for performing the service. Contracts are usually awarded to bidders on the cost of the service and the bidder’s ability to perform the service.

**Direct Costs**: Expenses which are directly attributable to a project and which can easily be identified and associated with a particular budget line item. Examples are salaries, fringe benefits, travel, equipment, etc. These are direct costs in the proposal.

**Fringe Benefits**: Personnel costs, other than salaries, which must be paid by an employer. Examples include employer’s share for medical insurance, unemployment insurance, retirement, social security, etc.

**Grant**: A grant is a set amount of funding given to the college by an external funding agency to carry out an agreed upon project or activity. Most grants are competitive, which means that many colleges and organizations are competing for funds. Some grants are not competitive and are allocated according to a formula or entitlement.

**Grantee**: The recipient agency, organization, or individual of grant funds.

**Grantor**: The public or private agency, organization or individual providing the financial support awarded in the grant.

**Indirect Costs**: Cost incurred in carrying out a project but which cannot readily be attributed or charged directly to a specific budget line item. Such costs generally provide for supportive services (janitorial, administrative, library, accounting, and record keeping) and incidental expenditures (space utilization and heating) incurred but not specifically requested in the project. Indirect costs, then, are usually requested in a lump sum and the amount is either a fixed rate specified in the guidelines or an institutional rate negotiated with the granting agency.

**In-Kind Contributions**: Goods or services having monetary value made available to the project as a contribution.

**Matching Share**: Funds that are set to be paid in equal amount to funds available from other services.

**RFP**: Request for proposals—an announcement by a funding agency that it is accepting proposals to accomplish a specific objective.

**Supplanting**: A procedure whereby an applicant shifts the support for an activity which is normally carried on by the institution to a granting agency. Supplanting is making a request for grants funds to do something you would do even without outside funds. It is disallowed in some grant programs and generally discouraged in all others.
TROUBLE SHOOTING

The following list of suggestions is based on experience. It is included here for two reasons to prevent similar mishaps; and to provide guidelines for successful grants management.

- **Ask Enough Questions.** As a new Project Director or a newcomer to the college, the sheer volume of information can be daunting. Your grant project is important and is running smoothly is important. This handbook provides a beginning. The Grants Office is here to help…ask.

- **Provide Lead-time.** This grant project is just one of many initiatives impacting the college.
- People and processes work best if given reasonable notice and warning. Be courteous and offer those involved a “heads up.”

- **Keep Up With the Budget.** Grant funds represent the end result of a stiff competition with other colleges and organizations. They are an investment of financial resources by a public or private entity in the college’s future. The college will be held accountable for its stewardship in using those funds. Do your part and keep up with the budget.

- **Find A Home In The College.** The Project Director and the grant project belong to the college and are a part of the campus community of needs, people and events. Avoiding isolation builds support for the project as a whole. A committee made up of representatives from diverse areas of the campus can sometimes help in this process. Check to see if such a committee is feasible.

- **Address Problems Before They Become Crises.** Any large project has the potential for going awry. Contact supervisors and the Grants Office when things begin to go off track to find early solutions.

- **Read Mail and Follow-Up Agreements and Meetings With Memos.** Academic communities communicate in writing. Paper trails protect the grant and Project Director from misunderstood communications. When in doubt, document.
MISSION AND SERVICES OF PDCCC OFFICE OF INSTITUTIONAL ADVANCEMENT GRANTS TEAM

It is the goal of the Grants Office to facilitate the successful solicitation of external funding for program implementation and enhancements, equipment acquisition, professional development, service projects, outreach, and other activities.

- To provide leadership in planning for and securing external grant funding in order to advance the college's mission and strategic priorities.
- To conduct research and advise the college community of funding opportunities.
- To support proposal development, submission and management oversight of grant projects that result in successful proposals.
- To equip and empower faculty, staff and administrators with the knowledge and skills needed to participate in the grant making process at Paul D. Camp Community College.

Services Available include:

- **Research:** Grant funding sources can be identified in several ways. The Grants Office conducts ongoing research on grant opportunities and informs faculty and staff about grants that become available. Also, faculty and staff may identify potential funding sources and request that further research is conducted. For assistance in identifying funding sources to support a specific project, contact the Grant Office.

- **Preliminary Planning:** Please make the PDCCC Grants Office aware of any grant-seeking activities before beginning work on a proposal. The Grants Office is available to coordinate planning meetings to discuss project ideas, assist with preliminary program and budget development and to analyze proposals for consistency with college priorities and strategic fit with the requirements of the funding source. To initiate grants planning, please contact the Grants Office.

- **Proposal Writing and Editing:** The Grants Office prepares and/or reviews and edits, if necessary, all proposals submitted by the college to ensure that proposals are well-written and complete. For most large government grants, the Grants Office serves as the primary writer of the proposal and/or edits sections written by grant development team members. Sufficient lead time for proposal review is required prior to submission and faculty and staff should inform the Grants Office of a pending grant submission as soon as possible.

- **Coordinate Grant Submissions:** Final submission of grants must be coordinated by the Grants Office. Most large federal grant requests are submitted by the Grants Office to ensure that forms are accurately completed, all required documentation is included and that submission deadlines are met. All grant applications submitted with PDCCC as a lead agency or partnering agency must be routed through the Grants Office.

- **Grants Administration:** The Grants Office can help grant Project Directors solve problems, interpret funding guidelines, offer advice, and provide feedback on reports.
TNCC Guidance Policies Attached