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Section 1
Introduction

The Grants Process at Hillsborough Community College (HCC) was first drafted within the Department of Institutional Research (IR) & Grants and vetted by a convened assembly of stakeholders in summer 2008 composed of principal investigators (PIs), grants accountants, college administrators, and an experienced grants management professional from another college.

The stakeholders met to weave a structure of pre-award and post-award direction, timeframe, and responsibilities into a cohesive whole. The resulting Grants Process outlined each step from initial grant-seeking initiatives to post-award reporting, accounting, evaluation and closeout. Two issues surfaced that were viewed as warranting the greatest focus in the improvement of the Process: 1) post-award grants management and 2) identification of a grants professional “shepherd” who would assist the PI, as needed, from alpha to omega of the grants cycle. Following the two in-depth strategy sessions with the stakeholders, the Process was further reviewed by the President’s Cabinet and approved by Cabinet on August 22, 2008.

In an effort to build on the strategic goals and initiatives at HCC, the Grants Office within the Department of IR & Grants, has been charged with working collaboratively with faculty and staff on individual and institutional projects that demonstrate the potential to attract outside funding. Faculty and staff are strongly encouraged to pursue external funding for programmatic activities that will contribute to their respective fields as aligned with pursuit of college goals. The Grants Office is supportive of proposals and activities that strengthen and sustain the academic reputation and mission of HCC.

If you have an idea that aligns with the strategic initiatives of the College, the Grants Office wants to hear about it! Your program or grant project is too important to rush, so this Grants Manual aims to walk you through the Grants Process and steps of preparing for a successful and fundable proposal. The HCC Grants Manual is designed to assist the college community throughout the grant process. The topics and sections outlined in this handbook are intended to provide you with a reference guide that ensures compliance with HCC grant policies. This manual is intended to be interactive and focuses on both pre- and post-award issues.
Section 2
Supporting Departments

The grants program of HCC is supported by a cross-functional team of professionals to ensure your application is the best it can be. The team consists of staff from the Grants Office, Grant Accounting Department, the HCC Foundation, and the Institutional Review Board among others.

The Grants Office

The Grants Office seeks to coordinate and facilitate all aspects of grants sponsored research and maintain interaction with federal, state and local government entities; non-profit organizations; and private foundations in advancing the strategic goals and initiatives of the College. The purpose of the Grants Office is to help faculty and staff turn ideas into fundable proposals that support achievement of college goals and initiatives. To this end, the Office identifies funding opportunities; provides project management and technical support in the development of grant applications; provides post-award project coordination and technical assistance; maintains records of college grant activity; and conducts training in grant writing and grant administration.

Grant Accounting

The Grant Accounting Department is responsible for accounting and fiscal reporting for restricted funds; monitoring compliance with fiscal requirements established by Federal and State law, applicable agency regulations, college policies and procedures.

The HCC Foundation

Some grants require matching, and the Director of the HCC Foundation works closely with both the Grants Office and Grant Accounting Department to ensure fiscal compliance with HCC Foundation policies and procedures.

Institutional Review Board (IRB)

The IRB is a committee of individuals initially appointed by the President of HCC who review all research that involves human subjects at the College (i.e. faculty, staff, and students) for the purposes of ensuring that:

✓ risks to human subjects are minimized in relationship to any benefits gained from the research;
✓ subjects are informed of the nature of the research in which they will participate;
✓ privacy and confidentiality of the subjects and all data are maintained.

Most funding agencies require that research be first reviewed by an IRB prior to the grant award. Interestingly, the impetus to establish an IRB at the College was not due
to an externally funded research application but a suggestion from the accreditation committee of the Southern Association of Colleges and Schools, Commission on Colleges (SACS) during the HCC’s decennial reaffirmation in 2006. It was stated that an IRB be established to guide and approve a five-year, research-intensive “Quality Enhancement Plan (QEP).” The QEP requires the collection of data to assess the efficacy of instructional techniques in the improvement of student learning outcomes. All research projects conducted under the auspices of HCC involving human subjects must attain IRB approval before the initiation of any data collection.

In compliance with federal regulations, the IRB is comprised of faculty and staff from various departments within the College, as well as an external representative. The IRB evaluates and approves protocols by PIs intending to use human subjects in their research. The Director of IR & Grants serves as the ex officio chair of the IRB. The chair is responsible for oversight of federal and institutional policies related to research protection of human subjects and approval of applications. Under prescribed federal guidelines, the chair has authority to approve exempt and expedited reviews without the need to convene the full Board. The majority of research conducted at HCC can be deemed exempt or approved as expedited.
Section 3
Components of the Pre-Award
College Grants Program

In this section major components of the grants program are discussed including the importance of sizing up the scope of the proposed project by the PI; identification of funding sources; contacting the Grants Manager; understanding key steps in the Grants Process; development of the application proposal; development of the budget; other helpful guidelines; and submission of the application.

3.1 Assess First: *Before stepping in the puddle, know how deep it is*

Planning and communication are two of the most important elements of a grants lifecycle. Indeed, there are many fundable concepts, but you need to be able to invest time and attention to plan your project proposal and see it through to the finish line. An important item of note regarding the grants process—do not simply chase grant funding for its own sake. It is important to consider funding as a benefit that allows you to move forward with an identified College need— which is an intersection to benefit the needs of the College, the funder, and ultimately the students. The Grants Office recommends that you ask yourself a few questions before you decide to move forward:

1. Do I have time in my current schedule to devote to research, write and proofread a proposal?
2. Should other individuals be part of a grant writing team?
3. What is the schedule of the Grants Office at this point in the Calendar year?
4. Will I be able to meet all required deadlines of the [Grants Process](#)? (see Appendix 5.1).
5. Who will serve as the Principal Investigator (PI) or Project Director (PD) on the project?
6. Who are the most appropriate individuals and/or institutions to invite as potential collaborators?
7. Does the funding opportunity require matching?
8. Does my proposal need to be submitted on behalf of the HCC Foundation?
9. If funded, can the proposed Project Director or PI commit an adequate amount of time to coordinate and oversee the project?
10. Is there enough time to:
   a. Complete the Intent to Apply
   b. Thoroughly read the RFP to ensure that all specific requirements and necessary criteria (including format/structure of proposal) are met
   c. Notify my administrator and/or campus President
   d. Meet with the Grants Manager
   e. Present my Intent to Apply to Cabinet for approval
f. Request any necessary data from the Department of Institutional Research or Management Information Systems

g. Gather letters of support from external agencies (if applicable)

h. Write my proposal

i. Edit my proposal with the writing team and the Grants Office

j. Send my written budget and budget narrative to the Grants Office and Grant Accounting Department

k. Allow for feedback from the Grants Office and Grants Accounting

l. Thoroughly check the final Proposal against the RFP criteria

m. Allow adequate time for the following: Required signatures, Foundation Board approval and signatures (if applicable), Grants Office completion of forms and Grants Office submittal before due date.

Sometimes it is more feasible and responsible to plan ahead for the next submission date. Trying to write and edit a last-minute proposal equates to a higher likelihood of overlooking simple mistakes or important RFP requirements that you would normally catch if you were preparing within the recommended timeframe.

In order to further develop your project concept, and to be competitive with other institutions vying for the same award, you need to start by collecting the supporting materials/data for your project. Here are some specific factors and questions to consider when identifying potential gaps and evaluating the quality of your idea:

- Have I identified an important issue that intersects with the College goals and interests of the funder?
- How does my idea provide a creative solution for the need?
- Do I have the necessary data required by the funder to pursue the project?
- Is the project sustainable? (Funders want to know that the project will be sustainable after the period of the grant officially ends).

3.2 Identify Funding Sources

If you have not yet identified a potential funding source for your idea, there are many resources available to help you identify sponsors for your project. Those interested in seeking external support for individual or group projects are encouraged to contact the Grants Manager as early as possible. Due to the competitive nature of applying for outside funding, it is advisable to start your funding search early. For those interested in learning about opportunities in specific fields, the Grants Office maintains a comprehensive database of various funding sources that span across a large variety of areas.

**The Grants Manager**

The Grants Manager can perform a search to help you identify funding source options. Any general questions you have about grants or grant processes and procedures can be directed to the Grants Manager.
Website listing of Potential Funding Sources
You may find it helpful to perform a search for applicable grant opportunities using the Potential Funding Sources link on the HCC Grants website.

It would be beneficial to interested faculty and staff to discuss their proposed concept with the Grants Manager prior to a search to determine the most suitable funding match available. Visit the Grants website to view notices of recent funding opportunities (GO! Notices).

3.3 Contact the Grants Manager – Early!

It is required that the PI contact the Grants Manager (as “shepherd” of the Grants Process) prior to moving forward with an idea/project related to a grant opportunity. It is strongly encouraged that any individual interested in submitting a proposal to a funding agency consult with the Grants Manager at least 4 weeks prior to submission. This provides a mutual benefit for both the PI and the Grants Office. The Grants Manager will help to determine if the project is a good fit with the strategic goals of the College.

As the PI, you are the subject matter expert and may not be aware of current grant applications or Cabinet-approved project applications awaiting submission to the Grantor and any potential conflict that your proposal may have with those proposals (e.g. similar type of project, applications to the same funding agency, funding agency submission restrictions). This is another compelling reason why HCC requires that all grants be processed through the Grants Office.

Before you proceed with investing the amount of work that it will take to write the proposal, you must make sure that the project will have institutional approval and support. This includes all funding that HCC receives from any type of grant (e.g. consortium, reapplication, and pass-through). It is important to remember that if you are preparing to partner with another institution on a consortium grant (e.g. USF, Eckerd College, the Hillsborough County School District, and private corporations) the Grants Office must be contacted before the PI moves forth with the proposal/partnership (even if HCC is not the lead on the grant).

3.4 Review the Grants Process

Developing and administering grant proposals requires the use of college time and resources. For this reason, before developing a grant proposal on behalf of the college, you must contact the Grants Manager and secure prior approval prior to moving forward with any external funding opportunity. Acquaint yourself with the official Grants Process of the College in Appendix 5.1 or by clicking on this hyperlink (Grants Process) if you are viewing the electronic form of this Manual.

The Grants Process steps at a glance are illustrated below:
1. As PI, discuss the proposal idea with your College administrator and/or campus president for approval to move forward with developing the project. They should be informed of your intention to develop a grant proposal as early as possible in the process. They are the front line of support for your idea and can help to evaluate and clarify your project idea and make sure it is of interest and benefit to the College.

2. The PI must meet with the Grants Manager. In this meeting, the Grants Manager will review the RFP requirements with the PI, discuss the timeframe and responsibilities, and make sure that the project aligns with the Goals and Initiatives of the College. If those criteria are met, the PI and Grants Manager will fill out the Intent to Apply form (see Appendix 5.2).

3. The Grants Manager will send the completed Intent to Apply form to the Special Assistant to the President for Strategic Planning & Analysis (SA) as the chief administrator for the Grants Program. With some exception, the SA has jurisdiction to approve applications requesting less than $10,000 as specified in the Grants Process. Applications in excess of that amount are taken to Cabinet for approval. The SA schedules a date for the PI to present the Intent to Cabinet.

4. The Cabinet either approves or denies submission of the application. The SA conveys the Cabinet’s decision to the grants support team (Grants Office, Grant Accounting, Foundation, etc.).

5. After Cabinet approval, the PI will then write the proposal with support from the Grants Office.

6. Working with the Grants Manager, the PI contacts appropriate offices such as the Department of IR & Grants or MIS for data requests, or the Institutional Review Board (IRB) for their approval and/or assistance.

7. The PI prepares the proposal narrative and budget and gathers any necessary letters and/or documentation to attach to the proposal. The Grants Manager gets any forms signed by the President.

8. The PI must send a draft of the proposal including budget and budget narrative to the Grants Office for review at least three weeks prior to the grant’s submission due date for review and revision.

9. When the proposal is finalized and ready to be submitted to the funding agency, it must be forwarded to the Grants Office. The final proposal and all attachments must be sent to the Grants Office at least five (5) working days prior to the grant’s submission due date.

10. After receipt of the final proposal, budget and accompanying documentation, the Grants Office will review and approve the final proposal prior to submitting to the funding agency.
11. Note that the Grants Office must submit all grant applications on behalf of HCC.

12. If the proposal is funded, the original contract must be sent to the Grants Office. A copy of the award contract will be housed in the Grant Accounting Department, as well as on the shared Grants drive. A copy of the award notice will also be sent to the PI.

13. The Grants Manager will assemble all necessary support staff from Grant Accounting, Institutional Research, Human Resources, Legal Affairs, Purchasing, and other relevant departments to meet with the PI. The purpose of the meeting is to review the award requirements including timelines of all reports due, task deadlines and persons responsible, budget management, program evaluation, as well as other requirements and compliance issues. The Grants Office will monitor completion of the post-award requirements using project management tools.

14. The Grant Accounting Department will then set up a budget account for the grant funds.

3.5 Develop the Proposal

Congratulations! You have garnered institutional support from Cabinet to develop and submit an application. It is important to organize and conceptualize your framework before writing your proposal. First and foremost, your proposal should address the goals and initiatives of the College. HCC’s strategic areas of focus are:

1. Student Success and Student Access
2. Community Outreach through Partnerships
3. Enhancing Access to Meet Educational Needs
4. Providing Resources to Enhance Learning Environment
5. Diversity and Global Awareness
6. Continuous Improvement through a Culture of Evidence

See Appendix 5.3 for a complete listing of College Goals and Strategic Initiatives.

Requirements of Institutional Review Board: Human Subjects Approval

Prior to submission, any proposal involving human subjects in a research project is required to contact the IRB to fill out the proper forms with the IRB of the College. Please contact the IRB Chair for procedural guidance. In addition, all research involving human subjects must receive IRB exemption or approval before initiation of data collection.
Collaboration

Teamwork is an important part of developing any grant proposal. The key players in the Grants Process can provide assistance in the form of brainstorming, identifying potential funding sources, developing assessment strategies, budget development, compliance with institutional regulations, and reviewing the final proposal. It is essential to communicate with all of the following applicable key players in the HCC Grants Process.

- Principal Investigator (PI)
- Grants Writing Team
- Grants Office
- Grant Accounting
- Foundation, if applicable
- Partners
- College administrators and Campus Presidents
- President's Cabinet

Analyzing the Grant Announcement

READ the grant announcement multiple times to determine exactly what needs to be included in your proposal. The grant announcement provides you with a key for everything that you will need to include in your proposal. When writing the story of the proposal, it is important that you do not deviate from or add more than the grant announcement requires. An error-ridden proposal may indicate that the PI will not be careful with the funder’s money. Do not deviate from their instructions.

The required elements of the proposal depend upon each funding agency. A good rule of thumb to remember when writing your proposal: Let the grant announcement’s structured section guidelines and requirements shape your proposal.

Common Proposal Mistakes

Speaking of paying attention to the instructions, you will want to highlight ALL formatting requirements of the proposal (font, type size, page limitation, appendices allowance, et cetera).

Proofread, proofread, proofread! Did you catch that? Okay astute reader…I’m sure that you did. The question remains, will you catch the errors when they count? A funder can discount (in laymen’s terms REJECT) a proposal for nothing short of grammatical and typographical errors. You certainly don’t want your opportunity to go to waste over grammar, do you?

Developing the Budget and Budget Justification

The budget and budget justification essentially defend the amount of money required for your project. In addition to your project narrative, it is important to show the funding
agency the benefit of what their money is funding and why. As the PI, you should be able to accurately forecast budget expenses for each year and a cumulative budget for the full term of the project. This section should also consist of a complete budget justification for all services included in the project budget. The two general categories of costs are: Direct and Indirect Costs (aka Facilities and Administrative costs or F&A).

Direct costs represent:
- Salaries and wages
- Fringe benefits
- Supplies
- Travel
- Equipment
- Alterations and renovation

Typical Indirect (F&A) costs include:
- General administration and general expenses
- Plan operation and maintenance
- Library expenses
- Departmental administration expenses
- Depreciation or use allowance
- Student administration and services

When developing your draft budget, please consult with the Budget Development Officer in the Grants Office at least 4 weeks in advance of the submission deadline. All budgetary issues need be addressed with the Budget Development Officer in the Grants Office and Accountants in the Grant Accounting Department.

The final budget must be reviewed and approved by the Grants Office and Grant Accounting prior to submission. It is requested that you submit a copy of the final budget and budget justification to their office 5-7 days prior to the proposal deadline.

3.6 Final Submission of the Proposal

You are almost to the Finish Line!!

At this point, you have proofread the entire application package for correctness and completeness. This includes all narrative information, supporting documents, and form pages. It is required that you submit your final proposal packet to the Grants Office five days prior to the submission deadline. Final proposal means that you have addressed all proposal and budgetary concerns with the Grants Office and Grant Accounting Department. As most proposals are submitted electronically, it is also important to allow yourself some extra time in case unforeseen issues arise (e.g. network failure, server break down on the grantor or the grantee side, thunderstorm power outages).
Final proposals not submitted to the Grants Office **at least five days prior to the deadline** will not be submitted to the funding agency (except in extenuating circumstances). The staff in the Grants Office need time to conduct a final review of the completed proposal to ensure that it complies with all standard regulations as applicable; Hillsborough Community College policies and IRB review. It is your responsibility, as the PI, to ensure that the proposal meets the formatting requirements specified in the program announcement.
Section 4
Post-submission Activities

There are obviously two outcomes at this point: funded or unfunded. Both answers provide opportunities to reflect and respond.

4.1 The Notice of Award

If your proposal is approved for funding, congratulations are in order! It’s time to celebrate and then get ready to work! It took a lot of time and effort to win the grant amongst all of your competitors, and you will certainly want to continue to impress upon the funding agency that your project is worthy of their support.

If you are funded you must:

1. READ THE AWARD LETTER. Read it carefully, and read it multiple times to ensure your understanding of all of the grantor’s requirements and expectations as well as any “surprise” fine print amendments.

2. READ THE AWARD LETTER THOROUGHLY. I’m sure you now understand that this is the most important post-award step. Familiarize yourself with the funding agency website and check regularly for any changes. Read through the outline of reporting requirements and familiarize yourself with all reporting forms for that federal agency.

3. If you receive the award letter directly, you must send the original award letter/contract to the Grants Manager. Copies of the award letter will be sent to the PI or Project Director and Grant Accounting Department. In addition, a copy will also be housed on the shared Grants Drive.

4. You in collaboration with the Grants Manager and Grant Accountant will convene a kick-off meeting to discuss accounting procedures, review project requirements, and budget set up so that you can get to work on your project.

5. Organize an audit ready records system for your grant.

6. Complete all progress reports by required deadlines.

7. As the PI, you are now charged with maintaining your project’s reputation with the funding agency in addition to the College’s reputation with the Grantor. It is important to follow your project plan as represented in your proposal. It is important to note that any compliance discrepancies with your project could negatively impact other grants awarded to HCC by that funding agency.
8. Make sure the appropriate people know about your award so the College can brag about your achievement!

9. Remember, as the PI, **YOU ARE** ultimately **RESPONSIBLE** for your project!

**If you were NOT funded**

Congratulations are still in order. If you have spent ample time planning your proposal, and your first submission has been rejected, you will now want to consider planning to resubmit for the next deadline.

In order to reflect and assess why your proposal went unfunded, the first and most important step is to carefully analyze the review panel comments to address both the problems that are easily fixed and those issues that may require more effort (e.g. data, scope, clarity of need, stronger evaluation component).

**Common reasons for unfunded proposals:**

1. Failure to follow specific guidelines (e.g. correct form usage, section order, format restrictions).
2. Failure to include all required information.
3. Lack of clarity (understanding the project objectives, how you plan to carry out the project and evaluate the outcomes.)
4. If you were writing collaboratively, did the proposal convey a consistent tone throughout?
5. Concerns about feasibility of the project, inadequate resources, or qualifications.
6. Weak potential for sustainability.
7. Project does not align with the funder’s mission or that of the College.
8. Budget items have not been directly linked to the goals and objectives of project, and/or the budget is viewed as unrealistic or excessive.

If you plan to rewrite your proposal, it is imperative that you address all of the reviewers’ comments and concerns in the new submission. If you decide not to reapply, it is important to look at the time that you invested in writing this grant as just that – an investment. Developing a proposal is a valuable learning experience and the reviewer’s comments will leave you better prepared for the future.

To improve your chances of being funded in the future, consider the following questions:

- Did I truly allocate enough time to planning the project and writing the proposal?
- Do I need to conduct further research?
- Are funding agency grant trends aligned with my project, or focused on other interests/developments?
- Can I volunteer to be a proposal reviewer to gain firsthand experience with the grantor side of the process?
4.2 Principal Investigator (PI) Responsibilities

It is important to emphasize that the PI has the ultimate responsibility and accountability for carrying out the research as proposed in the grant application. Activities can be delegated including some of the management activities by a Project Manager, but this does not relieve the PI’s accountability for the timely implementation and completion of the project. Correspondingly, it is the PI who gets the credit for the grant and research.
4.3 Maintain Audit Ready Records

Naturally, organization and communication are two very important components to successfully managing your grant. As Project Director, it is a good idea to give careful thought to the organization and filing of grant records. Many of the documents that you accrue during the lifetime of the grant have official legal implications to the College. It is important that project coordinators create an official records retention procedure. You should aim to keep all records organized and audit ready. Below are suggestions for structuring your records system.

Organize
- Develop and maintain a master file for the project
- Set up the internal processes for implementation of the project
- Create a file for each objective of the funded project
- Print and file all reporting forms and any updated federal agency forms
- Document grant activities: evaluation, meeting minutes
- Develop timelines
- Maintain Time & Effort forms (see Appendix 5.10)
- Keep detailed records of all data collected

The Master file should include the grant proposal, the grant award, the research instruments and measurement protocols used for the research, budget revision requests, travel, all progress reports, presentations on the project, grant personnel records (including time and effort reports), purchase records, and grant accounting records.

Required Reports
The grant contract or proposal guidelines will officially outline the required reports. Your responsibility as project director is to complete all reports on time (progress, fiscal and final) making sure to send all reports to the Financial Services Manager prior to the funding agency’s reporting due date.

Time and Effort Reports
All full-time and hourly employees compensated for work performed on a federal grant need to complete a time and effort form indicating the percent of effort devoted to a federally funded project. Time and effort must be reported at least monthly. The following are important items to note regarding Time & Effort:
- Leave and holidays should be indicated on the time and effort form.
- Total effort for an employee must be 100%.
- Someone who has “first-hand” knowledge of 100% of the employee’s time must certify the form at the end of the reporting period and not before.
- Time and effort reports indicate the allocation of an employee’s actual time and effort spent on specific projects, whether or not reimbursed by the Grantor.
• The time and effort report should include all of the activities performed by the employee under the terms of their employment.

The PI is responsible for saving time and effort reports for all employees working on their federal grant to the “V” drive. The time and effort reports will be saved to the “V” drive, Time and Effort folder. Contact the Grants Manager for assistance. Under the Time and Effort folder, each PI will establish another folder using the award name of the grant for the title. Within that folder, the PI will establish individual folders in the name of each person working on the grant. The specific time and effort forms will be entered under each individual’s name.

Budget Tracking
Before contracting for any expenditure, you must meet with the Grant Accounting Department to review financial requirements of the award and establish the way in which your expenditures will be accounted for. You will then receive a budget code for your grant and you must initiate or approve all direct charges to the project and check the reports of expenditures for accuracy. It is imperative that you allocate and spend all funds available by at least 90 days prior to the end of the grant. When Project Directors draw monies down within the last 90 days of the grant, it raises a giant red flag of bad budget planning and poor time management to the funder.

4.4 Close-out

The manner in which you close-out a grant project and the way in which closeout procedures are handled including timely submission of final reports and the quality of those reports can have a direct affect on the possibility for future funding. When closing out a grant, there are five particular areas that require your attention.

Budget:
You must reconcile grant accounts and notify the Grant Accounting Department of all expenditures made against the grant.

Purchasing Activities:
All purchasing activity should be matched with requisitions and receipt of all purchased items should be checked.

Active Grant Files:
It is important to review your master grants file for the following: grant documents, personnel records, purchase orders and requisitions, budget records and all change request documentation. The auditors will review these files.

Document Storage:
If the grant project is not continuing, you must designate appropriate storage of all grant files and documents.
Reporting:
Formal reports to the funding source are generally due forty-five to ninety days after the close of a federal grant.
Section 5
Appendices
Appendix 5.1: The Grants Process

GRANTS PROCESS, Hillsborough Community College
For Grant applications > $10,000 and all Federal Grants Regardless of $ Amount

1. Identify 1) college priority to address and 2) funding source

2. PI completes Intent to Apply form & presents to Cabinet

3. Preliminary Cabinet approval to proceed
   - No: Stop
   - Yes: Proceed to next step

4. Grant Writing Team develops grant application

5. IRB Approval
   - No: Revise grant application
   - Yes: Proceed to next step

6. PI completes & presents grant summary to Cabinet for final approval
   - No: Stop
   - Yes: Proceed to next step

7. Submit application to granting agency & post grant summary to Grant Web Site

8. Granting Agency decision to award
   - No: Stop
   - Yes: Proceed to next step

9. Post Award (PA) Team is assembled to complete PA checklist; develop timelines; and assign responsibilities through conclusion of grant program.

Finish
GRANTS PROCESS, Hillsborough Community College
For Grant applications equal to or less than $10,000

Identify 1) college priority to address and 2) funding source → PI completes Intent to Apply form & submits to Grants Office

Preliminary approval to proceed by Sp. Ass't to President (SA) regarding alignment with college priority → No → SA confers with sponsoring Cabinet Officer: if agreement, then proceed. If question/disagreement, take to Cabinet. Cabinet renders final decision on alignment with college priority. If no, stop. If yes, then proceed to grant-writing team.

Yes → Grant Writing Team develops grant application → IRB Approval → No → Revise grant application

Yes → PI completes grant summary & submits to SA for approval → No → SA confers with sponsoring Cabinet Officer: if agreement, then proceed. If question/disagreement, take to Cabinet. Cabinet renders final decision on grant submission as represented on Grant Summary. If no, stop. If yes, then proceed to submitting application.

Yes → Submit application to granting agency & post grant summary to Grant Web Site

Granting Agency decision to award → No → Stop

Yes → Post Award (PA) Team is assembled to complete PA checklist, develop timelines, and assign responsibilities through conclusion of grant program. → Finish
# GRANTS PROCESS
## HILLSBOROUGH COMMUNITY COLLEGE

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDENTIFY COLLEGE PRIORITY &amp; FUNDING SOURCE. 1. If the funding source is identified by Grants Manager (GM), Request for Proposal (RFP) email is sent to College Administrators including link to Intent to Apply form.</td>
<td>GM</td>
</tr>
<tr>
<td>COMPLETE INTENT TO APPLY FORM. 2. Principal Investigator (PI) completes and submits online Intent to Apply form. Assistance is provided, as needed, by GM in the completion of the form to ensure a clear and accurate description of the grant.</td>
<td>PI, GM</td>
</tr>
<tr>
<td>PRELIMINARY CABINET APPROVAL TO PROCEED. 3. PI presents completed Intent form at President’s Cabinet for non-federal applications of &gt; $10,000. Applications ≤ $10,000 are submitted to the Special Assistant to the President for Strategic Planning &amp; Analysis (SA). All applications to the federal government must be approved by Cabinet regardless of the amount. Cabinet renders a preliminary decision to proceed with development of the grant application as described in the Intent form. Preliminary approval is not tantamount to final cabinet approval to submit the application. See step #6.</td>
<td>PI, Cabinet, GM, SA</td>
</tr>
<tr>
<td>DEVELOP GRANT APPLICATION. 4. Contingent on Cabinet approval, the grant-writing team is assembled by the PI in coordination with the GM.</td>
<td>PI, GM</td>
</tr>
<tr>
<td>5. Meet with grant-writing team to complete Grants Development Checklist (e.g., budget, human resources, IRB, IR review of research methods, etc.).</td>
<td>Grant-writing team, PI, and GM</td>
</tr>
<tr>
<td>6. Establish timeline for grant development, approvals, and submissions.</td>
<td>GM with IR staff</td>
</tr>
<tr>
<td>7. Meet with grant-writing team to review timeline and facilitate grant writing process (i.e. assist in project management).</td>
<td>Grant-writing team, GM</td>
</tr>
<tr>
<td>INSTITUTIONAL APPROVALS (TWI). 8. First, as warranted, Institutional Review Board (IRB) examines application to ensure protection of human subjects. PI revises application as required. Second, PI drafts Grant Summary Paper and submits to GM. Grant Summary Paper presented to President’s Cabinet by the PI for approval to submit for non-federal applications in excess of $10,000. Applications ≤ $10,000 are submitted to the SA. All federal applications must be approved regardless of the dollar amount. * Expected reviews can be completed by the IRB Chair.</td>
<td>PI, IRB Chair or board,* IR, Cabinet, GM, SA</td>
</tr>
<tr>
<td>SUBMIT GRANT APPLICATION. 9. PI submits grant application in coordination with GM.</td>
<td>PI, GM</td>
</tr>
<tr>
<td>POSTING TO GRANTS WEB SITE. 10. For grants that are awarded, copies of all subsequent programmatic and fiscal reports are sent to GM for posting on Grants web page/database. For grants that are not awarded, evaluators’ comments are posted if available.</td>
<td>PI, GM, Institutional Effectiveness Analyst (divisional web manager), TDA</td>
</tr>
<tr>
<td>POST AWARD 11. Grant Summary is documented on Grants web page/database. 12. For grants that are awarded, copies of all subsequent programmatic and fiscal reports are sent to GM for posting on Grants web page/database. For grants that are not awarded, evaluators’ comments are posted if available.</td>
<td>PI, GM</td>
</tr>
<tr>
<td>13. For grants that are awarded, a post-award team is assembled by the PI in conjunction with the GM. The post-award team may be a reconstitution of the original grant-writing team with appropriate variation.</td>
<td>PI, GM</td>
</tr>
<tr>
<td>14. Meet with post-award team to complete Post-Award Checklist (e.g., budget, human resources, legal, evaluation &amp; assessment, subsequent reporting &amp; assignments).</td>
<td>Post-award team, PI, GM</td>
</tr>
<tr>
<td>15. Establish timeline &amp; duties for post-award management such as subsequent reporting, responsibilities and assignments.</td>
<td>GM with IR staff</td>
</tr>
<tr>
<td>16. Meet with post-award team to review assignments and facilitate post-award responsibilities (i.e. assist in project management).</td>
<td>Post-award team, GM</td>
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</table>
Leadership Roles

Once Cabinet grants preliminary approval, the Principal Investigator (PI) and Grants Manager (GM) will work in concert to execute the grants process to final submission. This will also include post-award activities if the application is funded.

Cabinet approval is required for grant applications of more than $10,000 (independent of match requirements). All federal applications are brought before Cabinet regardless of the amount.

In those instances in which Cabinet approval is not necessary (non-federal applications <= $10,000), the completed Intent form is submitted to the Grants Office for review and approved by the Special Assistant to the President for Strategic Planning & Analysis (SA). Should questions arise regarding the alignment of the application with institutional priorities, the SA will confer with the applicant’s sponsoring Cabinet Officer. If they disagree, the Intent form is presented by the PI to the Cabinet for approval.

The PI will serve in a leadership capacity for the project including monitoring deliverables from various Grant Writing Team members, completion of the application & submittal in a timely manner, and timely, accurate and complete submittal of required post-award reporting. The GM will serve as the chief contact for grants development and guide the PI through the process including post-award.

Supporting Documents

Grant Development

There are three supporting documents of the grants development process: 1) the Intent to Apply Form, 2) the Grants Development Checklist, and 3) the Grant Summary Paper. The PI will notify the Grants Manager of their interest in a funding opportunity before writing the application. Notification of interest is done via completion of an electronic Intent to Apply form.

Contingent on preliminary Cabinet approval to proceed with the grants application, the PI, GM and a Grant Writing Team will complete the Grants Development Checklist to identify the components required by the grant application and assign responsibilities and deadlines.

The Grant Summary Paper is an abstract of the final grant application and includes the final proposed budget. The Grant Summary Paper supports Cabinet’s final decision to submit the application for non-federal applications of > $10,000. All federal applications are subject to Cabinet approval prior to submission. The Summary Paper must be submitted electronically to the GM no less than 2 business days before the next scheduled meeting of Cabinet. Upon receipt, the submission will be forwarded via email to Cabinet members, as well as the original Intent form, to allow time for review and final approval prior to submission.

Throughout the grant writing process, updates will be provided to President’s Cabinet if there are substantial changes that impact the college; for example, changes/additions to key personnel, in-kind or cash match.

Post-Award

Documents supporting post-award activity include but are not limited to 1) the Post-Award Checklist, 2) Budget Template, 3) and Time/Effort Form. Upon awarding of the grant, the PI, GM, and Post-Award Team will complete the Post-Award Checklist to identify the requirements unique to the grant. Work assignments will be designated to the team membership based upon the requirements.

Approved by Cabinet, 8/22/08
Revised by Cabinet, 1/13/09
Appendix 5.2: The Intent to Apply

NOTICE OF INTENT TO APPLY FOR EXTERNAL FUNDING

This form is a Word template. “Save As” a Word file and submit it as an email attachment to Grants@hccfl.edu before proposal development begins.

1. Your name:
2. What is the deadline for submitting the grant application?
3. The funding source is:
   - Federal
   - State
   - Local
   - Foundation
   - Other organization
4. Name of the funding agency or organization:
5. Name of the grant program:
6. Which College Goal and/or Strategic Initiative will this proposal address? (Click the dropdown boxes to indicate the most appropriate Goal &/or Initiative.)
   - Goal: Choose the most relevant Goal
   - Initiative: Initiative, if applicable
7. Catalog of Federal Domestic Assistance (CFDA) #, if applicable:
8. URL where additional information can be found:
9. This proposal will be submitted on behalf of:
   - HCC alone
   - HCC Foundation
   - A consortium/partnership
   If the project is part of a consortium:
   a. Which institution is responsible for submitting the proposal?
   b. What other institutions will be in the consortium?
10. Is this a competitive request for proposals? □ No □ Yes
11. Is this a continuation or renewal of an existing grant? □ No □ Yes
12. How many awards will be made?
13. For how many years will funding be requested?
14. Are any matching funds required? □ No □ Yes
   If YES, provide a description of the required match. Be certain to define whether the match is cash and/or in-kind and list the source(s). If cash match is required, what is the dollar amount?
15. Is indirect cost allowed? □ No □ Yes
   If YES, what is the allowed or negotiated rate?
16. Has your Cabinet-level administrator been notified? □ No □ Yes
17. Please provide a brief description of the activities, personnel, location(s), and other institutional resources that will be involved in carrying out the grant activities. Please also indicate if the objectives of this grant are similar to other programs of the College. If so, what is the value-added? If applicable, will research methods of the grant program counteract other ongoing research-based initiatives?

☐ This proposal was not submitted. Explanation:

For assistance, please email the Institutional Research & Grants office at Grants@hccfl.edu.

After approval of your research design by the President’s Cabinet, you will be contacted by a member of the Grants Office to set up a meeting or conference call to assist in your proposal development.
Appendix 5.3: College Mission, Vision, Goals and Strategic Initiatives

HCC Mission Statement

Hillsborough Community College, a public, comprehensive institution of higher education, empowers students to excel through its superior teaching and service in an innovative learning environment.

Adopted by the Board of Trustees, August 20, 2003

HCC Vision

Hillsborough Community College will deliver education of the highest standards enabling a diverse community of life-long learners to achieve their maximum potential in a global society.

Adopted by the Board of Trustees, August 20, 2003
Goal 1. Advance student success through a focus on the achievement of learning outcomes for all students with the active involvement of all employees.

Strategic Initiatives
A. Increase the college preparatory course completion rate in reading to the state average (CSF, B-5).
B. Increase the retention rate of students enrolled in degree programs to exceed the state average (CSF, B-4).
C. Improve student learning outcomes in Gateway courses (QEP, 49).
D. Increase the Associate of Arts graduation rate to the state average (CSF, A-4).

Goal 2. Foster partnerships with the local and global communities to position the College as a premier educational institution for college transfer, career workforce and economic development, lifelong learning, and community initiatives.

Goal 3. Enhance access, flexibility, and responsiveness to meet the changing educational needs of the students and the community.

Strategic Initiatives
A. Reexamine the complete array of program offerings to ensure they are responsive to community need and workforce demands (CSF, A-7).
B. Expand opportunities for electronic access to instructional and student service delivery in user-friendly, web-based applications (CSF, B-2).

Goal 4. Provide the necessary human, financial, physical, and technological resources to ensure a high quality learning environment and an efficient organization.

Strategic Initiatives
A. Successfully launch the new South Shore Center.
B. Leverage technology to streamline administrative processes and reduce the percentage of budgeted expenditures for overhead functions (CSF, C-7).

Goal 5. Promote an institutional culture that values the individual; fosters diversity; and encourages professional development, action, creativity, and risk taking.

Strategic Initiative
A. Encourage hiring practices that will result in a faculty that is more reflective of the
student body profile and the citizenry of Hillsborough County (CSF, C-3).

Goal 6. Continuously improve programs and services through a systematic and ongoing process of strategic planning, assessment, and review in which a “culture of evidence” guides our direction.

- Adopted 8/30/06; Reaffirmed by the Board of Trustees on 10/21/08
Appendix 5.4: Contact Information

**Director of IR & Grants, Liza Steinhardt Stewart**  
Institutional Research & Grants  
GWS District Administrative Center, Room 415  
Phone: 813-253-7080  
Email: estewart7@hccfl.edu

**Grants Manager, Julie Redcay**  
Institutional Research & Grants  
GWS District Administrative Center, Room 411  
Phone: 813-253-7005  
Email: jredcay@hccfl.edu

**Institutional Research Officer, Newton Beardsley**  
Institutional Research & Grants  
GWS District Administrative Center, Room 419  
Phone: 813-253-7157  
Email: nbeardsley@hccfl.edu

**Accounting Services Officer, Ann Denton**  
Grant Accounting  
GWS District Administrative Center, Room 515  
Phone: 813-253-7093  
Email: adenton3@hccfl.edu

**Financial Services Manager, Jana Irvine**  
Grant Accounting  
GWS District Administrative Center, Room 509  
Phone: 813-253-7113  
Email: jirvine@hccfl.edu

**Accountant, Bob Frantz**  
Grant Accounting  
GWS District Administrative Center, Room 519  
Phone: 813-253-6503  
Email: rfrantz@hccfl.edu

**Executive Director of the Foundation, Adrienne M. Garcia**  
HCC Foundation  
GWS District Administrative Center, Room 719  
Phone: 813-253-7014  
Email: agarcia@hccfl.edu
Appendix 5.5: Proposal Preparation Information

BUDGET INFORMATION

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
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<tbody>
<tr>
<td>HCC Indirect Cost Rate Agreement</td>
<td>39%</td>
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<tr>
<td>Awarding Federal Agency</td>
<td>U.S. Department of Health and Human Services</td>
</tr>
<tr>
<td>DUNS#</td>
<td>065915209</td>
</tr>
<tr>
<td>Employee Identification Number (EIN)</td>
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<td>Taxpayer Identification Number (TIN)</td>
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<tr>
<td>Fringe Benefits (may adjust annually)</td>
<td>18.6% (2010-2011)</td>
</tr>
<tr>
<td>FICA</td>
<td>7.65% (Social Security: 6.2% and Medicare: 1.45%)</td>
</tr>
</tbody>
</table>

MAILING ADDRESS FOR AWARD CONTRACTS:

Hillsborough Community College
Attn: Julie Redcay
Office of Grants #411
39 Columbia Drive
Tampa FL 33606
Appendix 5.6: Federally Negotiated Indirect Cost Rate Agreement

COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN #: 1591219841A1

INSTITUTION: Hillsborough Community College
P.O. Box 31127
Tampa, FL 33631-3127

DATE: June 18, 2008
FILING REF.: The preceding Agreement was dated June 15, 2005

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: FACILITIES AND ADMINISTRATIVE COST RATES

<table>
<thead>
<tr>
<th>TYPE</th>
<th>EFFECTIVE PERIOD</th>
<th>RATE(%)</th>
<th>LOCATIONS</th>
<th>APPLICABLE TO</th>
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<tr>
<td>PRED.</td>
<td>07/01/08 06/30/11</td>
<td>39.0</td>
<td>On-Campus</td>
<td>All Programs</td>
</tr>
<tr>
<td>PRED.</td>
<td>07/01/08 06/30/11</td>
<td>16.0</td>
<td>Off-Campus</td>
<td>All Programs</td>
</tr>
<tr>
<td>PROV.</td>
<td>07/01/11 UNTIL AMENDED</td>
<td>Use same rates and conditions as those cited for fiscal year ending June 30, 2011.</td>
<td></td>
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</tr>
</tbody>
</table>

INSTITUTION:
Hillsborough Community College

AGREEMENT DATE: June 18, 2008

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:
Fringe benefits are specifically identified to each employee and are charged individually on direct costs. The directly claimed fringe benefits are listed below.

TREATMENT OF PAID ABSENCES:
Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims are not made for the costs of these paid absences.

OFF-CAMPUS DEFINITION: For all activities performed in facilities not owned by the institution and to which rent is directly allocated to the project(s), the off-campus rate will apply. Grants or contracts will not be subject to more than one F&A cost rate. If more than 50% of a project is performed off-campus, the off-campus rate will apply to the entire project.

Fringe Benefits include: FICA/Medicare, Retirement, Health Insurance, Life Insurance, Dental Insurance and Disability Insurance.

Equipment means an article of nonexpendable tangible personal property having a useful life of more than one year, and an acquisition cost of $5,000 or more per unit.
AGREEMENT DATE: June 18, 2008

SECTION III: GENERAL

A. LIMITATIONS:
The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions:
(1) Only costs incurred by the organization were included in its facilities and administrative cost pools as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as facilities and administrative costs are not claimed as direct costs; (3) similar types of costs have been accounted consistent accounting treatment; and (4) the information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOMPANY CHANGES:
This Agreement is based on the accounting system purposed by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from facilities and administrative to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:
If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:
The rates in this Agreement were approved in accordance with the authority in Office of Management and Budget Circular A-87 Circular, and should be applied to grants, contracts and other agreements covered by this Circular, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

E. OTHER:
If any Federal contract, grant or other agreement is reimbursing facilities and administrative costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of facilities and administrative costs allowable to those programs.

BY THE INSTITUTION:

[Signature]

Controller

[Date]

INSTITUTION:

Hillsborough Community College

ON BEHALF OF THE FEDERAL GOVERNMENT:

Department of Health and Human Services

[Signature]

Director, Division of Cost Allocation

[Date]

KEN REPRESENATIVE: Terr cola Callahan

Telephone: (202) 401-2808

(3)
Appendix 5.7: Potential Funding Sources

**Federal Agencies**
U.S. Department of Education
Community of Science
Library of Congress
Library of Congress, Thomas
U.S. Government
Federal Grants Wire
Grants.gov
U.S. Department of Health and Human Services
Centers for Disease Control and Prevention
National Endowment for the Humanities
National Institutes of Health
The Chronicle of Philanthropy
Technology Grants
Institute of Museum and Library Services
Title V
The Chronicle of Higher Education
National Science Foundation
The Catalog of Federal Domestic Assistance
International Education Research Foundation

**State Agencies**
Florida Department of Education (FLDOE)
Workforce Florida

**Local Agencies**
Allegany Franciscan Ministries
The Children's Board of Hillsborough County
Appendix 5.8: Commonly Used Acronyms

CDBG - Community Development Block Grant
CFDA - Catalog of Federal Domestic Assistance
CFR - Code of Federal Regulations
CRA - Community Reinvestment Act
DOE - Department of Education
DUNS - Data Universal Numbering System
EIN - Employee (or Employer) Identification Number
EPA - Environmental Protection Agency
FBO - Faith-based organization
GAAP - Generally accepted accounting principles
GAAS - Generally accepted auditing standards
GAO - Government Accountability Office (formerly the General Accounting Office)
HHS - Department of Health and Human Services
LEA - Local Education Agency
LOI - Letter of inquiry
MOA - Memorandum of agreement
MOU - Memorandum of understanding
MSA - Metropolitan Statistical Area
NIH - National Institute of Health
NOFA - Notice of Funding Availability
NSF - National Science Foundation
OMB - Office of Management and Budget
OIG - Office of Inspector General
PD - Project Director
PI - Principal Investigator
RFA - Request for Application
RFP - Request for Proposals
RFQ - Request for Qualifications
ROI - Return on Investment
SBA - Small Business Administration
T&E - Time and Effort
### Appendix 5.9: Time & Effort Form and Procedures

**Hillsborough Community College**

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<thead>
<tr>
<th>Name:</th>
<th>___________________________</th>
<th>Month:</th>
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<tbody>
<tr>
<td><strong>Employee ID#:</strong></td>
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**Monthly Time and Effort Sheet**

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<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
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Certified by:

Employee Signature: ___________________________ Date: ____________

Supervisor’s Signature: ___________________________ Date: ____________

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Procedures for Time and Effort

- All full-time and hourly employees compensated for work performed on a federal grant need to complete a time and effort form indicating the percent of effort devoted to a federally funded project. This includes salary cost sharing.

- A time and effort form is available on HCC’s website http://www.hccfl.edu/dao/spa-ir-mis/grants/grants-process.aspx

- Leave and holidays should be indicated on the time and effort form.

- Total effort for an employee must be 100%. The form must be certified by someone who has “first-hand” knowledge of 100 percent of the employee’s time.

- Time and effort reports indicate the allocation of an employee’s actual time and effort spent on specific projects, whether or not reimbursed by the sponsor. The effort report should include all of the activities performed by the employee under the terms of their employment.

- Time and effort should be reported monthly.

Principal Investigators (PI) are responsible for saving time and effort reports for all employees working on their federal grant to the “V” drive. The time and effort reports will be saved to the “V” drive, Time and Effort folder.

Under the Time and Effort folder, each PI will establish another folder using the award name of the grant for the title. Within that folder, the PI will establish individual folders in the name of each person working on the grant. The specific time and effort forms will be entered under each individual’s name.
Appendix 5.10: Frequently Asked Questions

I have an idea. What do I do with it?
Consult with the Grants Manager, who will meet with you to discuss your idea.

How do I know if my project idea will be supported?
Talk to your college administrator, but first make sure your proposal supports one or more of the College grant priorities or strategic goals.

Where do I find money to fund this project idea?
Search through the Potential Funding Sources links. Contact the Grants Manager for assistance with researching appropriate funding sources for a specific project idea.

Can I complete a grant application on my own?
HCC requires that all applications are processed through the Grants Office to ensure cooperation, rather than competition, between campuses and centers for grant dollars, as well as to make sure the Grants Office and Grants Accounting Department is aware of the submission.

How soon will I find out if a proposal will be funded?
The length of time between submission and notification varies. Some agencies take six months or longer to decide which applications will be funded.

Does the Grants Office handle the project’s budget if the grant is awarded?
The project’s budget and reports are handled by the PI and the Grants Accounting Department, which is separate from the Grants Office. The Foundation, Grants Office and Grants Accounting Office are all separate departments within the College, but all work closely to assure successful grants management and compliance.

Do I have to follow the request process for continuing or renewal grants?
Yes. Continuing or renewing a grant is viewed as an opportunity to reassess each request to ensure it aligns grants with college priorities for grant making. However, continuing grants do not require additional approval by Cabinet unless there is substantive change from the prior award.

How do I know if I have enough time to respond to the grant deadline?
At the very least, there must be adequate time to write, compile, get authorization for, and submit the final proposal to the Grants five days before the submission deadline. Please contact the Grants Manager for additional details.

How do I write a grant?
Developing a grant is similar to writing a research paper. Know the guidelines, know your audience, collect information, think about the topic, write, and rewrite. Go to the Grant Writing Resources webpage for specific suggestions.

How do I administer and monitor a grant if it’s awarded?
As a PI you will perform many tasks to coordinate team activities, ensure compliance with regulations, plan expenditures, and complete all reporting.