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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 to 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
HCC GRANTS PROCESS
As endorsed by President Atwater at the November 9, 2010 Cabinet meeting

PRE- AWARD
GRANTS DEVELOPMENT PROCESS

1. IDENTIFY UNMET COLLEGE NEED & FUNDING SOURCE
   - Grants Manager (GM) or Principal Investigator (PI) identifies college priority to address and funding source.

2. PLANNING MEETING WITH GM
   - PI has planning meeting with GM to identify application timeline, requirements, and responsibilities.

3. COMPLETE INTENT TO APPLY FORM
   - PI completes Intent to Apply form & presents to Cabinet (if application is under $10,000 see procedure in Grants Manual).

4. CABINET APPROVAL
   - Cabinet approval needed to proceed. Special Assistant to the President (SA) gives notice of decision to PI and Grants Support Team.

5. SECOND MEETING WITH GM
   - GM completes Grants Checklist of interdepartmental & HCC Foundation requirements as applicable.

6. DEVELOP GRANT APPLICATION
   - PI develops grant application in concert with Grants Support Team (IRB, IR, Budget Development, Narrative Review, etc.).

7. PRESIDENTIAL SIGNATURE REQUIRED TO SUBMIT
   - GM obtains all signatures on Approval to Submit Form required for submittal.

8. SUBMIT GRANT APPLICATION
   - GM submits application to granting agency

GRANT AWARD NOTICE RECEIVED
POST-AWARD
GRANTS MANAGEMENT PROCESS

**STEPS OF PROCESS**

1. **NEGOTIATION & ACCEPTANCE OF AWARD**
   - Grants Office, Legal, and PI to review award letter. Award signed by HCC President.

2. **UPDATE RECORDS**
   - GM to update Grant Clearinghouse & Catalogue; GM distributes copies of award package to PI and Grants Accounting.

3. **REQUIRED POST AWARD MEETING**
   - Grant orientation meeting held with PI, Grants Accounting, and Grants Manager to review terms and conditions, develop timelines, note periodic report deadlines. Foundation, Purchasing, and other parties included when applicable.

4. **ASSIGN GL ACCOUNT**
   - Grants Accounting to assign budget information to PI and release funds for project.

5. **MONITOR PROJECT**
   - Grants Accounting to monitor program spending; process prior approval requests. GM and Grants Accounting to review regulations and prepare for audits/reviews/site visits as needed.

6. **SUBMIT REPORTS**
   - PI to submit initial/quarterly/annual/final performance reports, as applicable, to Grants Accounting.

7. **MANAGE RECORDS**
   - PI and GM ensures that all grant documentation and reporting are uploaded to the Grants Clearinghouse.

8. **COORDINATE CLOSE OUT**
   - Grants Accounting to mail closeout letter. GM to maintain all documentation in clearinghouse for a minimum of three years after official closeout confirmation date is recorded.
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 grant funding source is:
   - [ ] Federal
   - [ ] State
   - [ ] Local
   - [ ] External 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?
   What is the dollar range of the awards?

13. For how many years will funding be requested?
   What is the project start date?  What is the project end date?

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. Will data from IR be required to complete the proposal?  [ ] No  [ ] Yes

18. 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 (for example, if IR will need to provide
   data and/or assessment throughout the grant). Indicate if the objectives of this grant are similar to other
   programs of the College, and if so, the value-added from your grant? If applicable, will research
   methods of the grant program confound other ongoing research-based initiatives?

19. [ ] If this proposal was not submitted after approval, please explain:

   For assistance with this form, please email the Grants Office at Grants@hccfl.edu.

After approval of your research design by the President’s Cabinet, you will be contacted by the Grants Manager to set
up a meeting or conference call to assist in your proposal development.
The President’s signature is required in order to submit your grant application. For each grant, the College Grants Manager will also determine, via the requirements of the grant, which department signatures are needed.
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
2009-11 COLLEGE GOALS AND STRATEGIC INITIATIVES

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

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<td>7.65% (Social Security: 6.2% and Medicare: 1.45%)</td>
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MAILING ADDRESS FOR AWARD CONTRACTS:

Hillsborough Community College
Attn: Julie Redcay
Grants Office #411
39 Columbia Drive
Tampa FL 33606
March 18, 2011

Ms. Bonnie Carr  
Controller  
Hillsborough Community College  
P.O. Box 31127  
Tampa, FL 33633-3127

Dear Ms. Carr:

A copy of an indirect cost Rate Agreement is being faxed to you for signature. This Agreement reflects an understanding reached between your organization and a member of my staff concerning the rate(s) that may be used to support your claim for indirect costs on grants and contracts with the Federal Government.

Please have the original signed by an authorized representative of your organization and fax it to me, retaining the copy for your files. Our fax number is (301) 492-4928. We will reproduce and distribute the Agreement to the appropriate awarding organizations of the Federal Government for their use.

An indirect cost proposal, together with the supporting information, is required to substantiate your claim for indirect costs under grants and contracts awarded by the Federal Government. Therefore, your next proposal based on actual costs for the fiscal year ending 06/30/2014 is due in our office by 12/31/2014.

Sincerely,  

Darryl W. Mayes  
Director, Mid-Atlantic Field Office  
Division of Cost Allocation

Enclosures

PLEASE SIGN AND FAX A COPY OF THE RATE AGREEMENT
COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN: 1591219841A1

ORGANIZATION:
Hillsborough Community College
10414 E. Columbus Drive
Tampa, FL 33619

DATE: 03/18/2011

FILING REF.: The preceding agreement was dated 06/18/2008

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: INDIRECT COST RATES**

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<th>PRED. (PREDETERMINED)</th>
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**EFFECTIVE PERIOD**

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**BASE**

Direct salaries and wages including all fringe benefits.
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

Name: __________________________
Employee ID#: ____________________  Month: ____________________

Monthly Time and Effort Sheet

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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.