



Colorado Mountain College

GRANT

POLICY AND PRODEDURE MANUAL
January 12, 2006

CMC Grant Policy Statement
Draft
November 9, 2005

The following are the recommended CMC Grant Policies and recommendations of actions.

The Grant Policy and Goal is to assure the following:

- Student Access
- Student Success
- Workforce Training

The Grant application should:

- Satisfy College Mission and Goals
- Identify a need
- Identify potential benefits related to a need
- Coordinate and or use a collaborative approach
- Address capability of organization
- Develop rapport among staff, students and faculty
- Identify resources internal and external

Policies

- Grant renewal of an expired grant requires a total grant rewrite, and must go through the process as outlined in the Procedure Manual. A complete review must happen. Rewrites do not apply to extensions of grants, or grants receiving additional funds during their term.
- All Grant sponsored programs and contract monies must be restricted to the grant and contract requirements.
- All Grants must go through the Grants process, no exceptions. Allow time for the process and approvals must be done in a timely manner. Applications not allowing enough time for processing will not be approved. It is the obligation of all involved, that the grant process proceeds at a realistic pace. Grant awards that are less than the amount requested must be reviewed by the originator with the Grants committee and must either be reduced in scope, services, or budget. If this cannot be accomplished the grant must not be accepted, general funds cannot be used to supplement any grant funding shortfalls.
- Persons pursuing grants that require matching funds are responsible for budgeting those expenses and going through the ARC budget process like any other College funded program.
- Seed Grants that do not receive continuing grant monies and are deemed worthy of college support must go to the New Programs

Committee for funding if it is an academic program or to ARC for funding if it is a non-academic program.

- All employees of the grant program are considered employees of CMC and are entitled to the same benefits of regular employees, except that the position ends at the termination of grant funding. Grant employees are to be paid at the same rate as regular staff and faculty. They are entitled to all increases, but said increases must be funded out of grant proceeds. If funding is not available, the positions or services must be reduced, and budgets cut to accommodate the costs.
- All faculty will be paid and benefited at the same rate of regular CMC faculty with the exception of sabbaticals. Grant funded faculty may apply for a sabbatical if they are employed for 7 years and it is appropriate that the grant can pay for that salary, the replacement salary, and the re-hiring process. The grant funding also must extend one year beyond the employee's return date of the sabbatical.
- The Grants Review Committee shall be established and be comprised of representatives from the following areas:
 - a. Developmental ED.
 - b. Senior Programs
 - c. SSS
 - d. Perkins
 - e. NRMI
 - f. Business Office
 - g. Institutional Research
 - h. Campus Point persons
 - i. Foundation
 - j. Grants Office
- The Committee would meet quarterly or as needed.

The following actions are recommended by the Grants Review Committee to assure the policies are followed:

1. A new benefits percentage needs to be developed to fund VERP costs in the grants process.
2. The percentage must be updated annually to reflect expected increases.
3. A new overhead and /or in-kind schedule must be developed to reflect the current costs of doing business.

OVERVIEW

The purpose of the CMC Grant Procedure Manual is to establish internal procedures and guidelines to facilitate the development of externally funded projects from new grant initiation to end of grant closeout procedures.

This manual is not intended to be comprehensive nor is it intended to substitute for written procedures or policies produced by the funding agencies. It is a guide to the policies and procedures of Colorado Mountain College to assure that additional funding sources secured through grants match the goals and mission of the College.

On the following pages you will find the accepted definitions of grants and contracts; how to initiate and substantiate the need for a proposal; whom to contact to aid you in organizing the final product and the internal forms needed to be completed before submission to the funding agency/foundation/corporation.

The key to any grant-writing effort is to develop a superior proposal based on a great idea that fits the funding agency's aims. Understanding the type of people who will be reviewing your proposal and making their job as easy as possible makes the difference between a good proposal and one that gets funded. Here are some suggestions for improving your chances of winning an award:

- **Follow the instructions carefully.** Provide all the information asked for in the application instructions in the order requested.
- **Communicate clearly and concisely.** State clearly and accurately what you will do, how you will do it and why it is important. Avoid jargon. Justify everything, including budget items.
- **Be familiar with the funding source and program officer.** You have an increased chance of getting funded if you make contact with the program officer before and during (if allowed) the proposal writing process.
- **Be organized.** A detailed table of contents, an informative abstract and a logically presented narrative that uses headings and strong topic sentences means less hunting around for answers sought by the reviewer(s).
- **Format for readability and attractiveness.** Use headings, tables, charts and graphs, etc. to break up the narrative and to succinctly present information. Pay close attention to any formatting requirements contained in the application instructions.
- **Early Preparation and Time Management.** Get the program announcement early and analyze it. Try to obtain copies of previously funded projects to use as a guide. Develop a timetable for proposal development, review, finalization and submission.
- **Get feedback on your drafts from others.** Preparation will be easier if you work with a team. Involve as many colleagues as possible that have interest in this plan and want to see it succeed.

- **Cover all the bases.** Make sure you provide everything the application has asked for and in the order requested. When submitting the proposal, be sure to get written notice of receipt of your materials whether it be an e-mail notification for electronically submitted work or a signed postal receipt form.
- **Watch the deadline announcement.** There is an immense difference between the statements that says the proposal is due at the funding agency's office by 5:00 p.m. on a certain date and the statement that says it must be postmarked by 5:00 p.m. on a certain date.
- **Learn from the experience.** If your proposal fails to be funded, request the reviewers' comments and read them carefully. These comments will help you understand the weak areas in your process so that you can improve on them and resubmit the next grant cycle.

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1. Introduction:

1.1 The Definition of a Grant is: A Grant is normally designed to accomplish a public purpose or stimulate a particular activity and is awarded to states, local governments non-profits and educational institutions. It is normally applied for by the entity and is flexible as to the scope of work.

Federal Grants are those grants mandated by a Federal law to accomplish a public purpose and are either regulatory or discretionary as designated by Congress.

Regulatory Grants are those the U.S. Congress awards to Specific Federal Agency programs to offices in all 50 states to be awarded to educational institutions, tribal councils, local governments and non-profit organizations to perform a scope of work. These sub-awards are subject to Federal assistance guidelines and cost principals. Such CMC Programs as the EPA Superfund, Buena Vista Correctional Facility training grants, CMC Senior Nutrition and Senior/Disabled Transportation, Perkins, Financial Aid, SBDC, Evenstart, and other Developmental Education programs are found in the Catalogue of Federal Domestic Assistance and are, therefore, considered grants and not contracts.

Discretionary Grants are competitive in nature. Grants of this type are usually published in the Federal Register. This type of grant includes such CMC programs as the High Country Retired and Senior Volunteer Program and the Trio-Student Support Service Program. These awards are subject to Federal assistance guidelines and cost principles.

1.2 The Definition of a Contract is: A contract is essentially a procurement instrument to secure goods or services, with a significant emphases on delivery. They are normally heavily regulated and carry more legal and financial risk than a Grant.

2.0 CMC New Grant Procedure

2.1 New Grant Initiation

The Project Initiator must first obtain conceptual approval from the Dean, if it is a site request, or President, if a college-wide request, with involvement from appropriate supervisors. The Dean or President will assure that the application

meets all the goals and mission of the College and satisfies any approved programming and instructional requirements. When considering the project impacts, the impacted sites must be contacted for conceptual approval. If the project does not meet the above requirements, the Dean may stop the process at this point. If the project initiator and the Dean think the project is still worthwhile, it is the Dean's responsibility to carry the request to the Grants Review Committee and ultimately to the President for consideration. It is at this time that the CMC Project Concept form #901 must be completed.

2.2 Grants Development/Management Office Review

All grant applications must go to the Grants office after conceptual approval to assure that tracking begins, and the funding source is verified. The Grants Office will aid the Project Initiator in the process and assure that all Governmental Federal, State, and Local government requirements are addressed. If needed, this office will actually aid in the writing of the Grant and help expedite the process to assure that it is not held up needlessly. Timing is essential. Planning the grant to meet deadlines is essential.

2.3 Foundation Development Office Review

If the funding is Non-governmental, the Colorado Mountain College Foundation Development Director will assure that the application does not interfere with other grants written for the college's foundation and will coordinate multiple grants from the same source if necessary.

2.4 Functional Support Approval

A. **Human Resources** must be involved if the grant will require any additional personnel, new job classifications or salary adjustments.

B. **Finance Department** must be advised of any financial obligations needed, such as in-kind or cash match, additional cash requirements as well as any reporting requirements and grant close out.

C. **Purchasing Department** must be contacted to assure that any subsequent contract falls within the policies of CMC, form 904. This office will eventually assign a CMC number to your application upon source approval.

D. **Information Technology** will verify any technology requirements to assure the service levels of the location will not be compromised and what the exposure of equipment needs might be. Needs of phones, computers, printers etc should also be discussed at this time.

E. **College Facilities** must be involved if there are any space requirements, such as office, classroom and unique building requirements.

F. **Site Support** including but not limited to financial obligations not funded by the grant.

- Will Requirements of other staff members be needed to support the project?
- Is there a possibility that the site will be required to fund future years obligations (personnel and office space specifically)?

2.5 Grant Finalization

Once functional department approval is received, the actual Grant application document should be filled out along with an executive summary, detailing any changes from the conceptual project, and the complete budget. Final approval from the President is required at this time as well as the Foundation Chairman if applicable.

It is mandatory to have the Dean's and President's signature on all grant applications for both governmental and non-governmental applications.

Before mailing submit a copy to the Grants Office to initiate tracking and to Purchasing to receive a file number, along with copies of all required forms #901-902.

2.6 Grant Funding

Upon notification of the Grant award, immediately notify the Grants Office to begin the tracking process and the Finance Department in order to begin the process of obtaining project account numbers. Obtain and complete from the Central Business Office the Budget Adjustment form with the appropriate revenue and expense object codes and the correct amounts of each budget line to obtain account numbers for receiving and expensing funds. At this time, a meeting should be set up with these two departments to go over the administration procedures required for this Grant as related to required reporting and closeout.

3.0 CMC New Grant Procedure *for grants less than \$20,000.00.*

Typically received as a non-governmental grant and does not have a match of personnel, equipment, faculties, or in kind match.

3.1 Grant Initiation

The Project Initiator must first obtain conceptual approval from the Dean, if it is a site request, or President, if a college-wide request, with involvement from appropriate supervisors. The Dean or President will assure that the application meets all the goals and mission of the College and satisfies any approved

programming and instructional requirements. When considering the project impacts, the impacted sites must be contacted for conceptual approval. If the project does not meet the above requirements, the Dean may stop the process at this point. If the project initiator and the Dean think the project is still worthwhile, it is the Dean's responsibility to carry the request to the Grants Review Committee and ultimately to the President for consideration. It is at this time that the CMC Project Concept form #901 must be completed.

3.2 Grant Funding

Upon notification of the Grant award, immediately notify the Grants Office to begin the tracking process and the Finance Department in order to begin the process of obtaining project account numbers. Obtain and complete from the Central Business Office the Budget Adjustment form with the appropriate revenue and expense object codes and the correct amounts of each budget line to obtain account numbers for receiving and expensing funds. At this time, a meeting should be set up with these two departments to go over the administration procedures required for this Grant as related to required reporting and closeout.

3.3 Grant Finalization

It is mandatory to have the Dean, President's or Foundation Chair signature on all grant applications. Other functional areas need only contact name and date. Where there is no impact, put NA in the appropriate space on the forms. All forms are required and must be complete at application time.

4.0 CMC Grant Renewal/Extension Procedure

4.1 Grant Renewal Initiation

Evaluate the success of the Program in question with your Dean/Supervisor to, determine if the objectives and goals were met. At this time get the approval of the Dean or President on Form #902 and send copies to the Grants Office and Purchasing.

4.2 Functional Department Impacts

If the new application makes no significant changes to the original application, proceed to write the final document/application. If however, there are changes to the original application, which impact the functional departments, then revert to the New Grant Procedure 2.4 thru 2.5.

4.3 Grant Finalization

Write the final Grant application along with an executive summary and budget; submit to the Grants Office for review and to initiate the tracking procedure. Send a copy of the application along with Form #903 to the Grants Office to maintain the hard copy file. The Grants Office will copy Purchasing on the forms. The File number will be retained from the original Grant application. Mail the application.

4.4 Grant Funding

Upon notice of the Grant being funded, immediately notify the Grants Office to begin the tracking process and the Finance Department to obtain an account number for receiving funds. Complete the Budget Adjustment form with the appropriate revenue and expense object codes and the correct amounts of each budget line.

5.0 Functional Support Approval

In addition to having a new concept approved by staff and supervisors pursuing a grant, the initiator must analyze what impacts (if any) could affect other College departments.

Please consider the following:

5.1 Human Resources Dept. (Personnel) must be consulted if the grant will require hiring additional full-time personnel. Job classifications and salary adjustments for multiple year grants should be approved before submitting a grant. Approval from HR must be noted on the CMC Grant Document Internal Sign-Off Sheet Form #902.

5.2 Budget and Finance Dept. must approve the budget set up including notification of all funding sources the new grant will be committing the College to managing.

When the College receives a Notice of Grant Award (NOGA), additional information will need to be submitted to the Budget and Finance Dept. for account set up. CMC Grant Summary Form #903 will then be submitted to the Grants Office and forwarded to the Purchasing and Budget and Finance Offices to begin tracking of all new grant funds.

5.3 Purchasing Dept. It is College policy that only the Purchasing Dept. has the authority to purchase and/or lease supplies, equipment and services that are to be used in the normal operations of the College. Grant recipients

will need to familiarize themselves with the College's purchasing procedures. Form #902 requires a signature from the Purchasing Manager.

5.4 Information Technology must approve all IT requirements of the grant project to assure the service levels of the location(s) will not be compromised. Needs for phones, computers, printers, etc. should be discussed at this time.

5.6 The Facilities Management Dept. must be contacted to review space requirements of the project. There is an In-House Crew to help move furniture in/out and build storage cabinets. Approval from this department is needed to allow for work assignments by the crew when the College has received the grant.



Colorado Mountain College

**Grant Management Handbook for
the Program Director**

Draft
December 9, 2005

Grants Management Handbook

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Grant Overview

This handbook is designed to give an overview of what the Project Director and his/her supervisors most need to know to start up a new or continuing grant. This manual is not intended to be comprehensive nor is it intended to substitute for written procedures or policies produced by the District Business Office, the Human Resources Department, the Purchasing Department, funding agencies or by Federal Office of Management and Budget (OMB) regulations.

The first few months of a new grant are both hectic and critical. The Grant is approved, the budget is set up, personnel are hired, and supplies and materials are purchased. The personnel, who are frequently new hires unfamiliar with the CMC structure and reporting processes, are under tremendous pressure to "hit the ground running". They have to simultaneously learn all they can about the proposal, funding source regulations and policies, and campus and District policies and procedures . . . and, oh yes, get the program off the ground quickly and effectively with minimum disruption to the routine of other offices around them.

A grant that gets off to a good start usually will end well. Delays in getting the appropriate approvals for budget set up, hiring personnel and securing supplies and materials can cause problems throughout the duration of the grant. Problems or delays in the hiring process can have a particularly detrimental impact on reaching grant objectives on time, in the manner planned, and on fully expending grant monies.

The time between the grant award and the actual start date varies. Although costs for activities and personnel cannot be charged to the grant before the authorized start date, it is possible to advertise positions, interview, select and orient key personnel (especially the Project Director) before the grant starts. Once the College has accepted the Notice of Grant Award, the operational budget can be set up and the hiring process completed.

For continuing grants, a new operational budget is necessary and, once again, appropriate approvals are necessary to accept new monies. This needs to be accomplished quickly to avoid missed paychecks or creating unnecessary extra accounting work.

Arrangements for oversight, monitoring, and support of grant-related activities will need to be established by the Dean supervising the grant project. The supervisor of a Project Director needs to keep in mind that he/she is responsible for grant paperwork and activities until the Project Director is hired, and if the Project Director's position is vacated prior to the closing of the grant. Both the supervisor and the Project Director are responsible for monitoring the program

performance and budget and taking whatever corrective actions are necessary for the program to succeed and that the budget is properly expended. Keeping in mind that most supervisors do not like to be surprised, the Project Director needs to keep his/her supervisor informed about any major difficulties or developments.

A Grant is normally designed to accomplish a public purpose or stimulate a particular activity and is awarded to state and local governments, non-profits and educational institutions. It is normally applied for by the entity and is flexible as to the scope of work.

A contract is essentially a procurement instrument to secure goods or services, with a significant emphasis on delivery. It is normally heavily regulated and carries more legal and financial risk.

2. Setting up the Grants Budget

Once written and notification of the grant award has been received, the Grants management office will work with the Project Director to prepare the initial budget review. If a grant has an on-going funding source, an account budget will have been established during the annual budget process in January and February of each year.

These budgets may have to be adjusted depending upon the receipt of the grant award. If a new program, the budget of the initial grant application will be approved and signed off in the approval process using approved Form 902. Often times the grant budget must be reworked to match college accounting procedures. Difficulty arises when grants are on different funding cycles from the college fiscal year. Many grants are awarded on a calendar year; some are on a federal year, only a few actually fall within the college's fiscal year. It is important to be cognizant of the start and finish dates of the grant, and how to design budgets to work within the college's accounting system. Work with the Finance office to have appropriately assigned codes to meet the reporting requirements of the grant and proposed line item expenditures. It is a good idea to develop a matrix of how budget items are defined in Datatel.

Always refer to the Grants Procedure Manual to serve as a written resource to grants-related issues for Colorado Mountain College. This handbook includes procedures and definitions of the grants and contracts process. It is important to be familiar with the process and of the concept of external funding, as well as the requirements for the internal department sign-off for approval of the grant application.

When reviewing your budget in the approval process, it is important to understand the difference between direct and in-direct costs. The direct costs are those that can specifically be identified with a particular cost or service, while the indirect costs are those incurred for common or joint objectives and cannot be readily identified with a particular cost of a service. (i.e., the Project Director can only "spend" direct costs; indirect costs are allocated to the college to cover overhead expenses). All grant budgets include direct costs, but some may have approved applicable indirect costs. (Note: unless the college has directly been awarded in-direct costs per a contract, this is not an issue.) But if indirect cost is allocated in the grant award, you must work with the Finance office for this item to be included in your budget as a transfer to the College.

3. Evaluation Process

Program evaluation is an important component of the project; not only does the evaluation determine the success of the project in meeting its objectives, but the data gathered in the evaluation process is important to others who will study the project and replicate it. In addition, results of evaluation will be disseminated to the funding agency and others who express an interest in the project.

Key areas included in the evaluation process are:

- Expected results during the funding period
- Determination and measurement of success
- How the projects results will be used and/or disseminated
- AQUIP and Learning College Goals

Most grant proposals (but not all) include an evaluation plan which serves as the blueprint for the project's evaluation. This plan usually outlines the general methods and standards to be used to measure the success of the project. This evaluation plan should include a description of what is to be evaluated, when the evaluation will take place, instruments to be used for measurement, which will perform the evaluation, and how the information gathered will be used to determine the project's success. Establishing a solid and detailed evaluation plan in the process of grant development is very important, and reduces any likelihood of confusion about the grant program in the future.

After the grant award notification is received, the project director should review the objectives and activities, and proposed outcomes of the original grant application and develop a preliminary timeline and/or plan for completing the project. During this process, if evaluation is involved a baseline needs to be established to assist in the measurement of the different aspects of the project. The Institutional Effectiveness Department for Colorado Mountain College may be a good resource for developing and suggesting an evaluation tool to work

with the project. They may also offer suggestions and assistance in the documentation of the pre-and post intervention changes for the project.

Note some projects may be involved with an external evaluator. This external evaluator is usually paid by the Grantor; in many cases your project must work with this evaluation agent and collect and provide information. The external evaluator (or any outside evaluator you may consider) should be familiar with the field of study and the type of program you are implementing. If the grant specifies the use of an external evaluator but does not designate one by name in the proposal, it is important to identify the evaluator early in the process or before you start the grant project. The external evaluator should receive information about the project on a regular basis and should assist in the development of the evaluation format throughout the process.

4. Managing Budget and Programmatic Changes

Even though the project was carefully constructed when the proposal was developed, the budget may need to be revised to meet changing needs or circumstances by grantor and grantee. Examples of changing budgets needs include: (1) excess funds may be available if project personnel do not work the full duration of the budget year, or if projected salary increases were higher than actual salaries or if there is a change in personnel during the grant period. (2) There may be excess funds in the equipment category because bids were lower than expected; or (3) a shortfall in an account that resulted from costs being higher than anticipated. Lastly, the funding agency may request budget changes in the Notice of Grant Award that reflect the agency's rules and regulations.

Programmatic changes are those areas where implementing the grant as written does not meet the needs of the area involved. Examples are: (1) readjusting the number of students or other interested parties to reflect true representation of the group; (2) moving a program to another area within the college to serve more students or interested parties; etc.

All proposed changes must be routed through Grants Development and Finance Offices for internal review. After the project director completes the CMC Budget Adjustment Request form, and drafts the applicable correspondence this paperwork is sent to the Finance Office. A representative from the Grants Development Office will provide guidance in developing the final version of the budget and correspondence as well as obtaining both internal approval and approval from the funding source. All change requests should be requested in advance and they can not conflict with the terms of the grant or law that governs the granting agency. Reference the appropriate Office of Management and Budget Circulars for Cost Principles.

The Cost Principle OMB Circulars are

OMB A-21 – Cost Principles for Educational Institutions

OMB A-122 – Cost Principles for Nonprofit Organizations

OMB A-87 – Cost Principles for State, Local and Indian Tribal Governments

FAR 31.2 – Contracts with Commercial Organizations.

Grant managers and their supervisors should be acquainted with these federal cost principles. The website to find a printed copy of the above mentioned information is at

http://www.whitehouse.gov/omb/grants/grants_circulars.html

Prior to requesting budgetary or programmatic changes, the changes may need to be discussed with the appropriate college administrator with a follow up letter to the funding agency. The project director in consultation with the Grants Development Office usually makes this contact with the funding agency. Changes are not officially approved until a written response is received. A copy of the written response should be sent to the Grants Office.

5. Hiring Full time Personnel

The hiring of qualified personnel is one of the most important components of the grant. All full time grant funded personnel must follow the hiring policies set up by Colorado Mountain College. Though a checklist is provided below, a [CMC Employment Handbook](#) should be obtained from the Human Resources department and followed closely. The Human Resources department is available to answer any questions and assist you through the process.

All full time, grant funded personnel receive the same benefits of a college employee including sick/annual leave, VERP, PERA and health insurance. Since their salary is dependent on the grant monies, the position is usually eliminated if the grant is lost or discontinued.

5.1 Human Resources Paperwork and Responsibilities

- Write a job description following the CMC format. The format includes: a narrative description; effectiveness areas; functional responsibilities; skills, education and years of experience; required hours; and salary range as decided by Human Resources. Add to the job description any personnel requirements that may be specific to the grant.

- Complete the Employment Authorization Form with the signature of the campus dean.
- Fill out the Position/Advertising Information form which includes the start date for the position and the newspapers you wish to have the ad appear in.
- All the above should be turned into the Human Resources Department. HR will assign the salary range according to the responsibilities of the position, receive approval from the college administration and place the advertisements in the requested newspapers. Since the level of position dictates where advertising will occur, your request may be varied.
- All applications will be sent to Human Resources. The initial screening by matching the applicant's qualification with the job's minimum requirements will be completed by HR. HR will notify those who do not have the minimum qualifications.
- Applications and resumes of those who meet the minimum requirements will be sent to the chair of the search committee.

5.2 Selecting a search committee

- A committee should be chosen by the chair of the search committee. The search committee is responsible for the secondary screening, references, interviewing and making the candidate recommendations.
- To choose a well-rounded, unbiased committee, it is advisable to ask employees from several campuses, community members, and other personnel who are familiar and believe in the mission of the grant.

5.3 Screening the applicants

- The search committee is responsible for the second screening of the applicants. Applicants with the best work experience and educational background should be chosen. Look for promotions, gaps in employment history, inconsistent information and job hopping. The use of an Application Rating Sheet helps the committee compare candidates and organize results. Most search committees have committee members individually rank their top five to eight candidates and bring their decisions to a meeting. Three to five candidates to be interviewed will be decided in this meeting.

5.4 Checking references

- References can be checked before interviews are scheduled or after interviews are completed. A minimum of three references must be checked. Because of privacy concerns many companies will not give

references. The [CMC Employment Handbook](#) has an excellent reference checklist.

- **Do not contact the applicant's present employer without his or her permission to do so.**
- Please remember that this information is confidential and should be only shared with the search committee.

5.6 Scheduling interviews

- One of the committee members will be responsible for scheduling the interviews. For administrative, faculty and some professional positions, the candidate should have a two week notice to arrange travel. For clerical and skilled positions, 5-7 working days are adequate, as travel is not usually involved.
- Any questions concerning salary or benefits should be referred to Human Resources.

5.7 Interview questions

- During the initial search committee meeting, the committee should decide if they will schedule phone interviews prior to the personal interviews.
- The search committee is responsible for composing the interview questions and the order of the interview. An excellent list of questions is available in the [CMC Employment Handbook](#).
- All applicants should be asked the same questions. It is legal to ask specifics such as why the applicant left a position, why there is a gap in the resume or any unusual events on the resume. There are specific questions you cannot ask, such as: living arrangements, age, ancestry or citizenship issues, number of children, arrests, credit ratings, marital status, disabilities, and others. These are addressed in the [CMC Employment Handbook](#).

5.8 Interviewing

- It is advisable to use an Interview Rating Form which assures the candidates are judged using the same criteria.
- Remember that CMC is a business that believes in equal employment opportunity.
- Most search committees meet immediately following the interviews to discuss the strengths and weaknesses of the applicants. The [CMC Employment Handbook](#) has an excellent chapter on the decision-making process and suggests the committee match the employment history, educational background, technical ability, motivation and cultural

compatibility with the job description. Grant requirements should also be assessed with the chosen person in mind.

- Recommendations are made by the committee. The final decision is made by the administration.
- The Position Filling Summary form should be completed and signed by the head of the search committee and the campus dean. The Position Filling Summary is approved by the appropriate administrator at Central Services of Colorado Mountain College.

5.9 Offering the position

- Human Resources will contact the successful applicant and offer the position. They will discuss the salary and benefits. The search committee chair will call the unsuccessful candidates. It is important not to give specific information as to why he/she was not chosen. It is advised to say that there were many qualified applicants and the decision was difficult.
- Be sure and thank all the candidates for their time.

5.10 Training and orientation

- Obtain a New Employee packet from the Human Resources department. This packet contains "Survival Items – Staff Orientation" checklist that is very helpful.
- Make sure your new employee has a desk and any equipment necessary to complete the job.
- Training the new employee and making them feel welcomed at the college is extremely important.
- Clearly define the new employee of their role, responsibilities and function.
- Go over college policies and procedures.
- Give them a list of people he/she should meet or network with, or schedule a meeting so everyone can meet the new employee.
- Check in on him/her frequently.

6. Hiring Part-Time Personnel

The hiring of part time personnel is a little different from the hiring of full time personnel. Though it is still very important to find the most committed, enthusiastic person who believes in the goals and mission of the grant, this position is paid an hourly rate and does not receive benefits. The part time employee can work up to 28 hours a week.

7. The supervisor is responsible for:

- Making sure a job description is in place. Though it is not necessary for Human Resources to receive the job description, it is an important document for hiring and training.
- The supervisor is responsible for advertising the position in newspapers of his/her choice.
- The supervisor will accept all applications and screen the candidates.
- Though not required, it is advisable to have a search committee to assist in the second screening, the interview and the final decision. The procedures in the CMC Employment Handbook are very helpful.
- References should be checked on the final candidates following the procedures in the CMC Employment Handbook.
- Though the position is part time, it is still important to use an Interview Rating Form and follow the procedures in the CMC Employment Handbook.
- The final decision for part time personnel is made by the supervisor. The supervisor will contact all applicants and inform them of their status.
- The supervisor is also responsible for collecting the appropriate payroll paperwork and doing a Letter of Agreement for Part Time Employment.

8. Implementing the Project

8.1 Spending Grant Funds

One of the Project Director's major responsibilities is to manage the project budget within the terms of the grant. Careful and realistic construction of the budget when the proposal was developed means that adequate funds should be included to cover project costs and personnel expenses.

It is the Project Director's responsibility to monitor all project expenditures and to make certain that all funds are expended, in accordance with the approved budget and the grant project timeline, before the grant expires. CMC purchasing, procurement and expense reimbursement policies and procedures must be followed when spending any college or grant funds.

The terms of most government grants include a requirement that the college ensure that grant funds are not used to supplant (i.e., replace) funds normally available to the college for its operating expenses. If the grant stipulates that funds may not be used to supplant college funds, the Project Director must monitor all expenditures and budget revisions carefully. In these cases, CMC's records must support the college's commitment to use grant funds to supplement, and not supplant, the college budget.

To avoid the return of unexpended funds to the funding agency, expenditures should be reviewed on regular basis by the Project Director to ensure that any necessary budget changes are submitted on a timely basis prior

to the end of the budget period. Last minute change requests are typically not acted upon favorably by funding officials. Additionally, the Campus Dean or Project Director's supervisor should complete a comprehensive semi-annual review to ensure that the project is on budget and remains consistent with the projects goals and objectives. In addition, the Grants Coordinator, as well as the Finance and Purchasing Departments are available for assistance.

8.2 Equipment purchases

CMC inventory policies should be followed on all grant equipment purchases and all purchases of capital equipment must be included in the CMC inventory. Be aware that there may be grant specific inventory requirements. The Project Director should review the grant contract to determine any specific inventory requirements as well as ownership of equipment purchased with grant funds. It is not uncommon for grant contracts to state all equipment purchased is the property of the grantor.

CMC purchasing and procurement policies and procedures must be followed when purchasing any equipment for a grant. Please be aware that some equipment purchases require bids. When preparing a grant budget, computer expenses should include the initial purchase as well as the cost of upgrading software and hardware. CMC is not responsible for upgrading grant obtained computers unless the computers are CMC capital equipment and are inventoried per CMC policies.

- **Transactions from \$1,000 to \$9,999:** All purchases from \$1,000 to \$9,999 require a competitive bid. A bid is considered to be competitive for transactions within this range if a fully executed Telephone Quotation Record web solicitation or fax, containing quotations from at least three vendors is provided to the CMC Purchasing Department.
- **Transactions from \$10,000 to \$25,000.00:** Any construction or renovation project, or purchase of IT equipment or services between \$10,000 and \$25,000 **requires a competitive bid.** A bid is considered to be competitive for transactions within this range if a fully executed Telephone Quotation Record, fax or e-mail solicitations, containing quotations from at least three vendors is provided to the CMC Purchasing Department.
- **Transactions in Excess of \$10,000:** A **FORMAL** competitive bid is required for purchases of goods and **services in excess of \$10,000.00** and for **construction and IT equipment** in excess of **\$25,000.00**. The Purchasing Office must be contacted regarding how to obtain appropriate bids.

8.3 Expenditures

Unless specifically addressed in the grant, all expenditures will follow CMC expenditure policies and procedures. Reference Section I A, Hiring Personnel, for the procedures to hire new personnel associated with the grant. Expenditures for equipment, supplies and services are initiated through the Datatel voucher or requisition system. All personnel reimbursement and travel expenditures will follow CMC policies.

8.4 The Invoice

Upon receipt of an invoice, the Project Director should review the expenditure and code it to the appropriate account number. The invoice should be processed as a voucher or requisition as required by CMC policies. On a regular basis, the Project Director should run a general ledger budget report on Datatel to determine project to date expenses and ensure that the project is within budget.

9. Closing of the Grant

It is important to remember that all expenditures must be processed prior to the grant closing date. In order to ensure that this is done, the Project Director should begin to plan for the closing of the grant at least 60 days before the official closing date. For assistance in planning the closing of the grant, please contact the Finance and Grant offices.

10. Sub recipients, Contracts, and Consultant Services

Some grant budgets have funds allocated for the purchase of sub recipient services, contracted services and/or consultants. Sub recipient services are most typically needed when grant funds need to be shared with other organizations operating as project partners. Contracts may be needed to purchase services or products from a vendor. Consultants may be needed to serve as evaluators or speakers, or to provide expertise in a particular area.

The Project Director will work with the Purchasing Department to obtain agreements and contracts as needed. CMC purchasing policies and approved contracts and agreements will be utilized whenever possible. All contracts and agreements must be approved by the Director of Purchasing. Once approved, the Purchasing Department and/or the Project Director will submit the agreements to the appropriate parties for signature by an authorized individual. Should negotiation of the agreement be necessary, the Purchasing Department will handle this process, consulting the College Attorney, Finance Office, and Project Director as needed. The Project Director will participate as needed in sub recipient audit activities conducted by the Resource Development and Finance offices.

11. Grant Promotion and Publicity

Informing the public about the grant is wonderful publicity that not only attracts students and volunteers to the program, but informs companies who might be interested in donating goods or services to match the grant mission. Find out if your grant has any advertising restrictions concerning logo/ name use. This is usually listed in the grant contract. Newspapers, businesses and other educational institutions in the area should be notified of the mission and goals of the grant.

- Before contacting any outside entities regarding the grant award, contact the Public Information Officer and / or Foundation Office at Central Services for possible newspaper articles and interviews with possible students, the new grant administrator, and other community leaders in support of the grant.
- Contact the marketing department for brochures or to post on e-news.
- Network with school administration, businesses, community groups.
- Call Institutional Research office for lists of students who might meet the requirements for the grant and personally contact the students.
- Meet with students who may be interested in the benefits of the grant and inform them of the new program.

12. Project Evaluation and Support

As stated earlier in this handbook, evaluation is an important component of the project for the purposes of measuring successful accomplishment of project objectives, replication by others, and information dissemination.

Having established accurate baseline data and comprehensive assessment instruments at the beginning of the grant period makes life easier for the Project Director who must draft formative and summative evaluations during the life of the grant. Formative evaluations are conducted at specified points during the grant period; the results of these evaluations are used to assess progress and identify potential or actual problem areas, facilitating project modifications as needed. Summative evaluations are completed at the conclusion of the entire grant period. Depending on the funding agency, formative evaluations may be required monthly, quarterly, annually, or not at all; summative evaluations are required of all grants. For most multi-year government grants, a formative evaluation is submitted annually in the form of a "progress report" or "competing continuation application" as a requirement for continued funding in the subsequent year.

Project Directors must remember that evaluation is an ongoing process and should be addressed continuously during the life of the grant.

The formal award notification includes a schedule for any reports that must be submitted and the dates these reports will be due. Grant programs require interim progress and financial reports either quarterly, semiannually, annually, or upon request from the Funding Agency. Project Directors must be aware of the format and content requirements of reports and their due dates before the project begins so that information needed for the reports may be collected throughout the duration of the project.

Performance or programmatic reports are the responsibility of the Project Director and should reflect the progress made in accomplishing the project objectives. The report should identify the project's strengths in addition to strategies which will correct any weaknesses in the program.

Depending on the funding agency's requirements, reports may be submitted electronically. In all cases, programmatic reports must be processed through the Resource Development Office and approved and submitted under the President's signature. If the funding agency does not provide a specific reporting format, at a minimum the programmatic reports should address the project's progress in meeting the measurable objectives as shown in the original grant proposal. [An example of a simple performance report may be found in Section 3.](#)

Progress should be reported based on outcomes, not process. Process simply describes the activities that have taken place; outcomes focus on the measurable results of those activities.

They must have complete records of project expenditures and documentation of matching or cost-share for the project in order to complete the reports. Project Directors must allow sufficient time between the submission of this information and the due date for the report for the purpose of obtaining internal approval prior to submission to the funding agency.

13. Grant Documentation (Reporting)

One of the most important jobs of the Project Director is to maintain a complete project file. Initially, the project file should include:

- Grant application
- Grant contract and any amendments
- Miscellaneous Correspondence related to the project.
- Project Budget Summary
- Grant Reporting Requirements

It is essential to maintain complete and accurate documentation for all grant expenses and in-kind costs. This type of documentation will make the process of an internal CMC or external granting agency audit much simpler. Additionally, complete and accurate documentation will ensure that CMC is in compliance with the grant contract and granting agency requirements. NOTE: the Federal/Private grant budget may have a completely different look than our

Datatel driven budget. In order to have complete documentation of every expense charged to the project, copies of all expenses must be maintained with the project files. It is not acceptable to maintain expenses solely through Datatel for funding agency reporting issues. If an audit occurs, the Project Director will be responsible for demonstrating that the costs billed were appropriate and accurate. If copies of the expenses are not with the project file, it could take an inordinate amount of time to identify each expense and find copies of the invoices, timesheets, mileage, facility usage, etc.

For each payment request submitted to the granting agency, the Project Director must maintain the following information in the project files for audit purposes.

1. Copies of all invoices included in the payment request for the project. Please make copies of these invoices when processing invoices in Datatel. Maintain these copies in the project file and it will be much easier to process the payment request to the granting agency. To ensure accuracy, it is recommended that the Project Director develop a system or spreadsheet that identifies all invoices billed to the project for each payment request. The following information should be included in the system or spreadsheet:
 - a. The vendor name
 - b. Date of the invoice
 - c. Invoice number
 - d. Invoice total
 - e. Indirect costs, if applicable
 - f. Total including invoice amount and indirect costs

The spreadsheet should have a grand total of all invoices, including any indirect costs, to ensure that the amount billed on the payment request is correct.

2. The Project Director should make copies of the timesheets or other time records and keep them in the project file. If timesheets include more than one project, maintain the timesheets in one specific location that can be easily accessed if an audit were to occur or make copies for each project. To ensure accuracy, it is recommended that the Project Director develop some type of system or spreadsheet that identifies each employee with project hours worked for each payment request. The following information should be included in the system or spreadsheet:
 - a. Employee name
 - b. Pay periods included in the payment request as well as hours worked on the project for each identified pay period.
 - c. Rate of pay

- d. Total wages
- e. Benefit costs (generally use 16% for part time and 26% for full time of total wages per HR)
- f. Indirect costs, if applicable, should be calculated using total wages and benefits.
- g. Total encumbered wages for each employee.

The spreadsheet should have a grand total of all individual labor costs including wages, benefits and indirect costs to ensure that the amount billed on the payment request is correct.

- 3. The Project Director should make copies of any mileage logs and/or the CMC Vehicle Request and Trip Ticket forms. If more than one project is included on the mileage log, maintain the logs in one specific location so they can be easily accessed in case of an audit or make copies for all projects and include them in each project file. To ensure accuracy, it is recommended that the Project Director develop some type of system or spreadsheet that identifies each trip billed to the project. The following information should be included in the system or spreadsheet:
 - a. Specific vehicles or employees, if mileage is included on an expense voucher.
 - b. Total mileage for each trip
 - c. Reimbursement rate. Please note that the reimbursement rate will vary on the vehicle used. Personal vehicle mileage will be reimbursed at CMC's mileage rate. CMC vans, trucks and cars should be billed based on what the project is charged by the facilities department for use of the vehicle. Contact the facilities department at your location to determine these costs.
 - d. Total cost of mileage.

The spreadsheet should have a grand total of all individual mileage costs including mileage and indirect costs to ensure that the amount billed on the payment request is correct.

- 4. Any additional expense categories or costs (i.e. facilities use, in-kind labor or equipment, etc) that need to be documented for the project should be detailed using the above type of format.
- 5. In the project file, the project director should attach the following to each payment request
 - a. Overview sheet with totals for each individual category and a grand total for the payment request.

- b. Maintain copies of any spreadsheets or documentation used to total each category of expenses.

Copies of all invoices, expenses, mileage, labor time. If timesheets and mileage logs have numerous projects, you can maintain these items separately. However, these items must be organized and easily accessible in case of an audit.

14. Communicating with the Funding Agency

14.1 General

Formal communication with the funding agency will typically consist of interim and final project reports. It is a good idea, however, to maintain open lines of communication with the program officer and/or the grant officer.

The Program Officer, the representative of the funding agency who oversees the project, will be interested in progress toward meeting the goals and objectives of the project. The Grants Officer, in consultation with the program officer, must approve any change in project scope, key personnel, or budget. The terms of the grant will provide specific information about the roles played by these two funding agency contacts. Smaller agencies and most Foundations will only have a Program Officer for you to report to.

Correspondence requesting changes in the project's objectives, scope, personnel, budget, or time period must be approved internally, including approval by the Grants Development Office and senior level administrators, before they can be submitted to the funding agency.

The Grants Office may review relevant correspondence before it is sent to the funding agency. The Project Director will maintain records of all written and verbal communication in the office files. Copies of written communication should also be sent to the Grants Development Office.

14.2 Site Visits initiated by the Funding Agency

Primary granting agencies planning to conduct site visits to grantees/sub grantees should clearly state the purpose of the visit, who must attend and what information they will review to ensure the visit is successful. Visits do not always need to be a "formal affair." Keeping the lines of communication open and having regular contact with the granting agency is important.

Site visits and review of business management systems are particularly important when the organization is new or if an established organization is starting work under a major project. Such visits should be conducted when an organization is known to be experiencing operational or financial difficulties, the award will significantly change the nature of the organization's operation, or

there are any reasonable doubts about the adequacy of the organizations financial and program management capabilities.

To ensure readiness for a site visit, projects should go over the following checklist:

- Financial management - - includes internal controls, separation of duties, a written accounting manual, back-up source documentation and budgetary controls.
- Personnel system - - includes an up-to-date organization chart, written personnel policies and the duties of employees assigned to the grant.
- Travel - - includes formal written policies, documentation that travel requests have prior approval and related travel documentation.
- Property management - - includes detailed property records, rules for disposition in accordance with the grant agency's administrative regulations, physical inventory reports and property labels.
- Procurement - - includes written procurement policies, signed copies of contracts or sub grants, copies of invoices, records related to procurement and the evident of free and open competition.

15. Grant Closeout Procedures

15.1 60 days prior to the close of the grant

This is the time to start preparing to close the grant. You need to make sure all the funds have been allocated, review documentation for completeness and review the reporting requirements for close out. It is important to remember that all outstanding purchase orders must clear the Business Office before the grant closes. For assistance in planning the closing of the grant, please call the Accounting Technician in the Central Business Office and the Grants Office.

15.2 Recordkeeping

This is a good time to make sure that your records/documentation are in order. Any activities undertaken during the project and all expenditures of project funds are part of the records, or documentation, for this project. In evaluating the project, the funding source will want to know exactly what was done, when and how it was done, and how much money it cost. Accurate and adequate records are a must as they will support the college during a monitoring visit from the program office, in the evaluation of the project, and during the College's regular annual financial audit. The following are some of the records that must be maintained as part of the project:

15.3 Payroll Records

Time sheets must be maintained so that salary charges to an award can be adequately supported. Other payroll records that must be kept include who worked on the project, how much time each person spent on the project, how much they were paid, and what activities they performed. It is suggested that the project director work with the granting agency to develop a format for this information that is acceptable to them.

15.4 Matching Funds

Records documenting the amount of matching for the project, whether in-kind or cash must be maintained as well. Cash match for the project can be documented by the Business Office through back up documentation for the check request. In-kind match, which represents the value of non-cash contributions in services or property to the project, must also be documented. If the in-kind donation is in the form of personnel services, the payroll time sheet could be used to document the number of hours donated by each person. These forms would not be turned into the Payroll Dept for payment, but rather kept in the project file. The terms of the grant will stipulate the length of time for which grant records must be maintained. Colorado Mountain College maintains all financial records for at least seven years after the closing date of the project.

15.5 Audits

Each year, CMC's records are audited by an external, independent accounting firm. Certain funding agencies also maintain the right to audit the grant records. All financial records must be maintained in order to facilitate any audits that may include a review of the project.

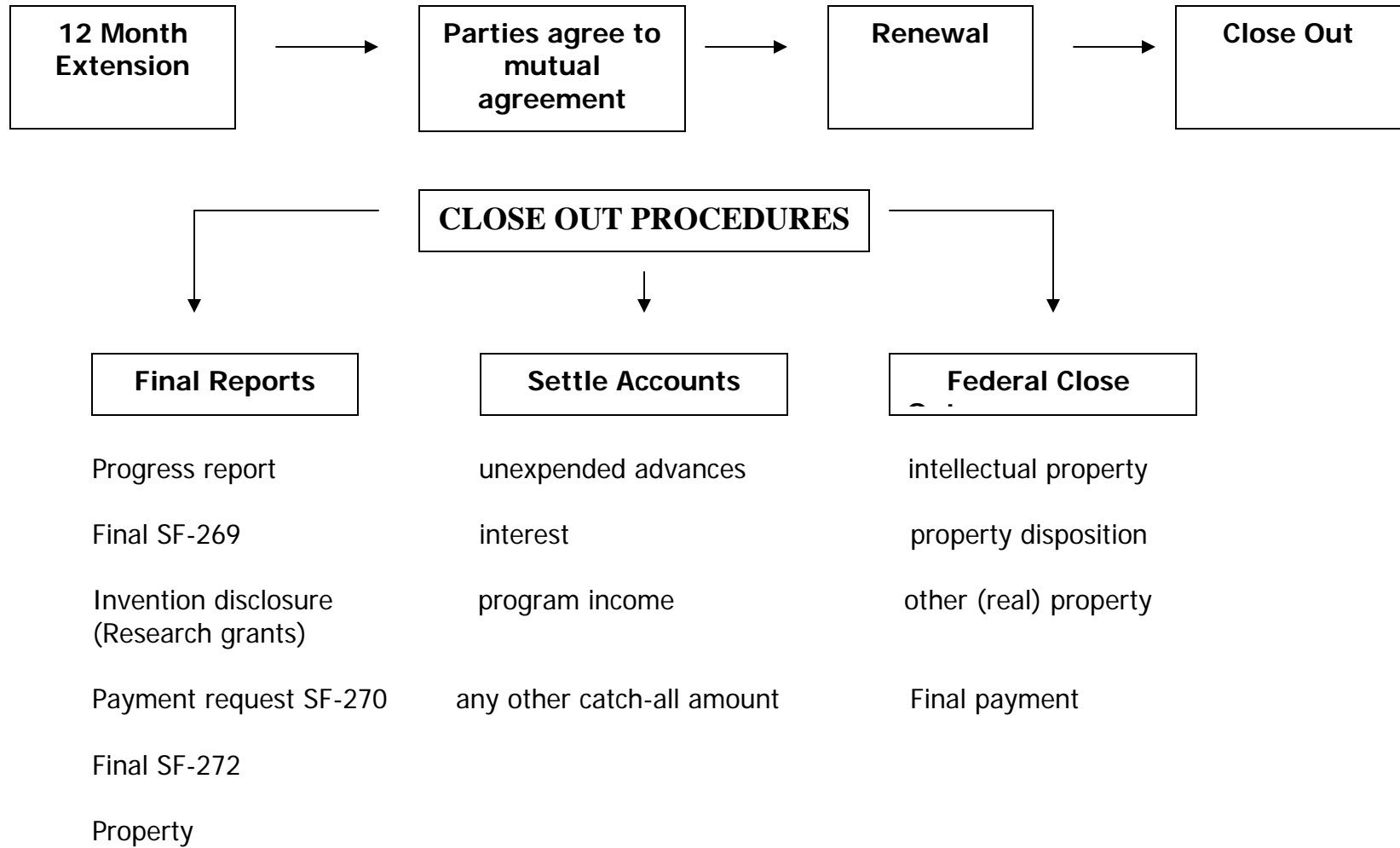
The grant/project master file should be complete at time of closeout and should be kept by the project director's supervisor for a period of seven years after the close out period. Periodic financial or other reports should have been copied to the Grants Office throughout the grant period. And the final report should be copied to both the Business Office and the Grants Office. This way, when an auditor is looking for documentation it may be accessible in a couple different areas.

Audit findings can result in cost disallowances and require organizations to make repayments to the funding agency. The most common audit findings include: 1) lack of time sheets to support salary costs; 2) lack of consulting agreements and invoices to support that services were related to the awards, and the charges were reasonable; 3) amounts were expended in unapproved or other cost categories without required prior written approval from the funding agency; 4) adequate supporting documentation for cost sharing/matching funds.

16. Close out Checklist

Responsibility	Action
Project Director	Prepare/finalize all fiscal and activity/progress reports required by the Funding agency.
Project Director	Verify budget or fiscal calculations with Accounting Technician in the Central Business Office prior to submitting the final reports.
Project Director	Inform Director of Facilities of all inventories, release of space, etc. Related to the grant/project.
Project Director	Prepare reports for forwarding to the funding agency. Contact the Grants Office for review and approval if necessary. All final fiscal reports must be verified by the Business Office and Grants Office prior to forwarding to the funding agency.
Project Director	If project is not a continuation and has terminated, verify the closing of all account items with Payroll and Accounting Technician. If project is a continuation, make sure all account items are modified correctly for the new fiscal/activity year.
Project Director	Complete and close project master file (correspondence, reports, inventories, etc.) and prepare copies for appropriate distribution.
Project Director	Send copy of final close out report to both the Business Office and the Grants Office for filing.

END OF GRANT OPTIONS



GRANT REPORTING TIMELINE (for internal use only)

PROJECT NAME: _____

CMC CONTRACT # _____

Effective dates of contract: **Beginning:** _____ **Ending** _____

GRANTING AGENCY INFORMATION

Technical Assistant/Agency case manager: _____

Address: _____

Phone: _____ **Fax:** _____ **Email:** _____

GRANT AWARD AMOUNT

MATCH: _____ **INKIND:** _____ **DIRECT:** _____

Description of match: _____

REPORTING REQUIREMENTS:	IMPORTANT DATES!!
Status Reports:	Dates Due:
Fiscal (Budget Narrative) Report	_____
Written Report	_____
Annual Performance Reports	Date Due:
Fiscal (Budget Narrative)Report	_____
Written Report	_____
End of Grant Report	Date Due:

17.0 Glossary of terms

Contract

A contract is a procurement instrument to secure goods or services, with significant emphases on delivery. It is normally heavily regulated and carries more legal and financial risk than a Grant.

CMC Foundation Development Office

The Development Office will be responsive to the needs of the Project Initiator during the application process. The Foundation Development Office will be the initial clearing house for a Non-governmental grant activity in determining and approving which grants move forward to the potential funding source. If the Project Initiator is not satisfied with the recommendation he/she can then proceed to have the decision reviewed and resolved by the Grants Review committee or, if time is of the essence, the Foundation CEO, in consultation with the President's Office, will make the final decision.

Federal grants

Are those grants mandated by a Federal law to accomplish a public purpose and either *regulatory* or *discretionary* as designed by Congress.

Regulatory Grants

Are those the U.S. Congress awards to specific Federal agency programs to offices in all 50 states (and territories) to be awarded to education institutions, tribal councils, local governments and non-profit organizations to perform a scope of work. These *sub awards* are subject to Federal assistance guidelines and cost principles. Such CMC Programs as the EPA Superfund, Buena Vista Correctional Facility training grants, CMC Senior Nutrition and Senior/Disabled Transportation, Perkins, Financial Aid, SBDC, Even Start and other Developmental Education programs are found in the Catalog of Federal Domestic Assistance and are, therefore, considered grants not contracts. . These awards are subject to State and Federal assistance guidelines and cost principles.

Discretionary Grants

Are competitive in nature. Grants of this type are usually published in the Federal Register. This type of grant includes such CMC programs as the High Country Retired and Senior Volunteer Program and the TRIO – Student Support Service program. These awards are subject to Federal assistance guidelines and cost principles.

Gift

A gift is any unsolicited donation of cash, goods or services, which do not specify any requirements for use or disposal. A Gift-In-Kind form is available from the Foundation Office. This office will clarify procedures for acceptance and disposal.

GO is governmental, Federal, State and Local funds.

Grant

A Grant is normally designed to accomplish a public purpose or stimulate a particular activity and is awarded to states, local governments and educational institutions. It is normally applied for by the entity and is flexible as to the scope of work. See page 9 for more detailed version.

Grants/Review Committee

The Grants/Review Committee will function in the following manner: a representative from each campus and college program will meet every second Monday of each month to ensure coordination of all grant activities; this will include but not be limited to potential grants, grants pending (status), and grants approved and denied. This group will also be a forum to share information and discuss potential funding. This committee will also be a sounding board to assure the process is working in a streamlined fashion. If the committee sees the need for changes in the procedure it will report that need to the College Council.

Grants Development Office

All governmental funded Grants must be channeled through the Grants Office. The Grants Office is available to guide the Project Initiator through the process of applying for and obtaining grant funding and responsible for tracking all grants and coordinating all grant applications for Federal, State and local funding. This office will maintain copies and keep track of all grants to assure that the reports are on time and the closeout procedure is followed. All closeout procedures must be handled through the Finance Department.

NGO is non-governmental, Foundation, corporate or Private funds.

Project Initiator

The Project Director and/or Initiator is responsible for the Grant application, funding identification, budget, implementation of the project once the grant is received, all reporting and the final closeout. In addition, any renewals there after.

GRANTS CONTRACTS FORM SUMMARY

FORM #901

PROJECT CONCEPT APPROVAL FORM:

This form must be completed to receive approval to proceed with the details of applying for a Grant request. You must have verbal or written approval from all indicated to proceed with the application. This form will be submitted to the Grants Office before preparing a Grant application.

FORM #902

GRANT DOCUMENT INTERNAL SIGN-OFF SHEET:

This form is to be submitted to the Grants Office, after Campus Dean or Functional Area Leader approval , and prior to the Grant application being filed.

FORM # 903

GRANT SUMMARY FORM:

This form is to be sent to the Grants office with a copy of the final Grant application when funding is received.

FORM #904

Contract Summary Form:

This form is to be submitted to Purchasing with any contracts resulting from a grant application or one in which CMC is providing the Goods and/or Services.

FORM #905

Project Concept approval with no “Institutional Impacts:

This form must be sent in with any Grant application where there are no impacts on the College prior to proceeding with the application. This form requires signatures.

Grant Document Internal Sign-Off Sheet Form #902

CMC Contract # ____ (number assigned when grant proposal is ready to be mailed)

Project Title _____
Funder _____
Project Director _____
Department or Site _____
Project Period _____
Grant Amount _____

DEADLINE FOR SUBMISSION OF GRANT TO FUNDER _____

Dollar Amount of Contract: _____

Source of Payment:

Federal \$ _____ CFDA id# _____ Received by: ____ Cash
State \$ _____ State id# _____ ____ Direct
deposit
Other \$ _____ id# _____ ____ Fed draw

CMC requirements within the Contract:

Cash Match: \$ _____ In-kind match \$ _____

Explain what in-kind is: _____

Describe CMC's liability risk associated with this Contract: (Student and Faculty insurance issues,

Reviewed and Approved by:

Project Director/Initiator: (Signature) _____
(Date) _____

Dean: (Signature)

(For all affected sites) (Date) _____

Grants Officer: (Signature) _____

(Date) _____

Purchasing Manager: (Signature) _____

(Date) _____

Human Resources Director:* (approval) _____

(Date) _____

Form #902

Dean, Finance and Budget: (approval) _____

(Date) _____

Information Technology (approval) _____

(Date) _____

Facilities:

(approval) _____

(Date) _____

President:

(Signature mandatory) _____

(Date) _____

Or

Chairperson, CMC Foundation, Inc.: (signature)

(Date) _____

**Human Resources Director approval needed for new positions initiated by this proposal only.*

(Approvals) May be by phone and use N/A where the approval is not needed.

CONTRACT SUMMARY FORM #904

Contract Name: _____ Term of contract: _____

Contracting Agency: _____
Agency Contact: _____ Phone #: _____

CMC Contract Administrator: _____ Site / Location: _____

Area (s) served by Contract: _____

Contract Term/Year: _____ Beginning date: _____ Close out date: _____

Dollar Amount of Contract: _____

Source of Payment:

Federal	\$ _____	CFDA id# _____	Received by: _____
State	\$ _____	State id# _____	_____ Cash
deposit			_____ Direct
Other	\$ _____	id# _____	_____ Fed draw

CMC requirements within the Contract:

Cash Match: \$ _____ In-kind match \$ _____

Explain what in-kind is:

Describe CMC's liability risk associated with this Contract: (Student and Faculty insurance issues, property, etc)

For Purchase of Equipment: Who Owns? _____ CMC or _____ Contractor
(If Contractor, is CMC named as additional insured on Contractors insurance policy for this equipment?)

For Indirect Cost: _____% \$ _____ Designation:
_____ (or Admin Fee)

Number of Reports to be made by Administrator: _____

Dates reports are due: _____

Are Contract workers to be on CMC Payroll? _____ (If so, contact Human Resources for appropriate pay rates and applicable fringe benefits for new employees or positions.)

Contract Funding Frequency: Monthly _____ Qtrly _____ Annually _____ Other _____

Explain _____

Requested by: _____ Name of Agency sending funds: _____

Account number assigned: _____

GRANT SUMMARY FORM #903

New grant Renewal Grant (check one)

Grant Name: _____ Term of Grant: _____
(Abbreviated in 12 characters or less)

Granting Agency: _____

Agency Contact Person: _____ Phone # _____

CMC Grant Administrator: _____ Site/location: _____

CMC Contact Person: _____ Phone # _____

Area (s) served by Grant: _____

Grant Year: _____ Beginning date: _____ Close out date: _____

Dollar Amount of Grant: _____

Source of Payment:

Federal	\$ _____	CFDA id# _____	Received by: _____
State	\$ _____	State id# _____	_____ Direct
deposit	_____	\$ _____	id# _____
_____ Fed draw	_____	_____	_____

CMC requirements within the Grant:

Cash Match: \$ _____

In-kind match \$ _____

Explain what in-kind is:

Describe CMC's liability risk associated with this Grant: (Student and Faculty insurance liabilities and Property exposure, etc) _____

For Purchase of Equipment: Who Owns? _____ CMC or _____ Funder

For Indirect Cost: _____ % \$ _____ Designation: _____
(Or Admin Fee)

Grant Funding Frequency: Monthly _____ Qtrly _____ Annually _____ Other _____

Explain: _____

REQUIRED

Attach the Budget and Executive Summary or the Budget narrative for the Grant application.

Account # assigned _____

CMC PROJECT CONCEPT APPROVAL FORM #901

Government funding _____ Non-Government funding _____ (check one)

Project

Title _____

Project Initiator's Name and Title _____

1. Description of Purpose: What specific purpose will the project address? How does this fit into the College's mission and goals?

2. Target Population: Who will the project serve? How many? How will the project identify them? What college locations are impacted?

3. Project Description: What are the project's objectives and expected outcomes? Where will the project be carried out? How will you measure success? How long will it last?

4. Risk Management: Describe what Liability and Risk implications the Project may have on the College.

5. Project Development Needs: What types of assistance will you need to develop the grant proposal?

Grant writing _____ Information Technology input _____

Human Resources Dept. _____ Instructional design _____

Budget creation _____ Evaluation plan _____

Finance Department _____ No Impact _____

Explain:

6. Contract Term/Year: _____ **Beginning date:** _____ **Close out date:** _____

Dollar Amount of Contract: _____

Source of Payment:

Federal \$ _____ CFDA id# _____ Received by: _____ Cash
State \$ _____ State id# _____ _____ **Direct**
deposit

Form #901

Other \$ _____ **id#** _____ _____ **Fed draw**

CMC requirements within the Contract:

Cash Match: \$ _____ In-kind match \$ _____

Explain what in-kind is:

7. Initial Approval: Project Initiator: _____

Supervisor: _____

Campus Dean/Site Director: _____

Of affected sites

Grants Office: _____

Dean of Finance(Risk & Cash Match) _____

Or Foundation Director of Development _____

Purchasing Director: _____

Vice President: _____

**Human Resources Director approval needed for new positions initiated by this proposal only.*
(Approvals) May be by phone and use N/A where the approval is not needed.

CMC PROJECT CONCEPT APPROVAL FORM #905

WITH NO INSTITUTIONAL IMPACT

Governmental funding _____ Non-governmental funding _____ (check one)

Project Title _____

Project Initiator's Name and Title _____

- 1. Description of Purpose:** What specific purpose will the project address? How does this fit into the College's mission and goals?
- 2. Target Population:** Who will the project serve? How many? How will the project identify them? What college locations are impacted?
- 3. Project Description:** What are the project's objectives and expected outcomes? Where will the project be carried out? How will you measure success? How long will it last?
- 4. Risk Management:** Describe what the Liability and Risk implications the Project may have on the College.
- 5. Project Development Needs:** What types of assistance will you need to develop the grant proposal?

Grant writing _____ Information Technology input _____
Human Resources Dept. _____ Instructional design _____
Budget creation _____ Evaluation plan _____
Finance Department _____

Explain:

6. Contract Term/Year: _____ Beginning date: _____ Close out date: _____

Dollar Amount of Contract: _____

Source of Payment:

Federal \$ _____ CFDA id# _____ Received by: ___ Cash
State \$ _____ State id# _____ ___ Direct
deposit
Other \$ _____ id# _____ ___ Fed draw

Form #905

CMC requirements within the Contract:

Cash Match: \$ _____ In-kind match \$ _____

Explain what in-kind is:

7. Signatures: Project Initiator: _____

Supervisor: _____

Campus Dean/Site Director: _____

Of affected sites

Grants Office: _____

Or Foundation Director of Development _____

And

Purchasing Director: _____

President: _____

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