Grant Development

# Key College Personnel

## Grants Office

The Grants Office coordinates Bellevue College’s grant development efforts in order to advance the mission and strategic direction of the college. It supports all college departments and college personnel seeking grant funding. Organizationally, the Grants Office is under the Institutional Advancement Division, and is composed of two positions, the Director of Grant Development and the Grants Coordinator. The Grants Office has also supported paid interns to support early career professionals advance understand grant basics.

### Director of Grant Development

The Director of Grant Development oversees all grant going activities of the college. The position cultivates and maintains relationships with the college’s directors, deans, and vice presidents to ensure all grant activity is strategically aligned with the college’s mission. In turn, college leadership keep the Director appraised of potential initiatives and efforts that may be suitable for funding through grants. The Director leverages their experience in grant seeking to guide the college’s activities and direction. The Director of Grant Development writes and reviews grant proposals as needed. The Director serves as the chair of the Grant Pre-Approval Committee, and updates the President’s Cabinet about grant opportunities and efforts as needed. The Director of Grant Development also is a permanent member of the BC Governance Resources and Planning Council.

### Grant Coordinator

The Grant Coordinator handles day-to-day grant development efforts. The Coordinator supports all college departments and personnel seeking grant opportunities by writing and editing grant proposals, and researching potential funders. The Coordinator develops timelines for executive approval, coordinates grant submission, and stays abreast of potential grant opportunities as they arise. The Coordinator organizes the Grant Pre-Approval Committee schedule, agenda, and minutes. They assist with light grants management duties such as reminding project leads to submit their reports.

## Grant Management

### Director of Budget

The Director of Budget ensures that grants, once awarded to the college, are carried about in accordance with local, state, and federal law, as well as grantor guidelines. The Director directs the college’s fiscal and policy compliance with grants. The Director may provide the following:

* Assistance in starting the grant, such as negotiating the final language of the grant contract
* Orient the project director to relevant grants management policy and fiscal compliance
* Answer questions on reconciling the content of the grant proposal and the interpretation of the funding agency and program regulations
* Provide guidance in developing contracts and sub-award agreements
* Assist with any budget changes
* Work with the project director to develop a continuation proposal, when necessary

This position sits on the Grant Pre-Approval Committee to offer expertise on the fiscal feasibility of proposals. The Director may also offer program assessment and compliance as well, to ensure that a program is abiding by the terms of contracts, grant, local, state, and federal laws.

### Grant Accountant

The Grant Accountant works with faculty and staff within the college to ensure that grant funds are spent appropriately, and the grantor is charged accordingly. The manager also ensures that grant activities follow appropriate policies and procedures. The manager may assist in the following:

* Enter the grant budget in the fiscal system
* Draw down funds electronically from the funding agency’s system, when appropriate or deposit and record cash payments from the funding agency
* Guide the project director on the appropriate college account categories to use
* Conduct all budget transfers as directed by the project director, and approved by the funding agency (if approval is required).
* Monitor the expenditure of grant funds and contact project directors when funds are not being spent in a timely manner or when grant expenses are not in compliance

## Office of Institutional Advancement

The Office of Institutional Advancement houses the Grants Office as well as many other functions of the college, which includes the following:

* Bellevue College Foundation (fund development)
* Marketing
* Web Services
* KBCS, the campus radio station

Some project costs may not be appropriate for a grant, or a grant may not meet the full cost of the project. The BC Foundation can assist with additional fundraising as appropriate, or help develop relationships with corporate and private funders.

# Preparing to seek grants

The first step in preparing to seek grant funding is developing your idea or project. Mapping out your ideas can be difficult, and not every idea is a good fit for grant funding. The following sections will help you develop your idea so it is ready for a grant application.

## What makes a project grant fundable?

Grant funding is not a solution for all problems. A grant is at heart a contract, with mutually agreed upon deliverables by the grantor and the grantee. Grantors search for organizations with programs and activities that align with their mission and help the grantor fulfill their mission. Funders are typically most interested in funding innovation: work the college has not done before, or has never done a certain way. For example, the college may try introducing a new kind of academic advising model, or faculty may be conducting new research into clean energy solutions. Funders would be attracted to the outcomes a new academic advising model would produce (like increased retention or completion rates), or the research the faculty would produce if this work is aligned with the funder mission. Both these are projects could be grant fundable because they are new to the college, and outside the scope of current college work. Fundability would also depend on finding grantors who are interested in the proposed innovative work. For private foundations and corporations, fundability is enhanced with a strong relationship with the funder such as a corporate employee sitting on the BC foundation board or as volunteers. Other connections to private and corporate funders may be personal or professional relationships between BC foundation board members, or BC faculty and staff.

Grants are a poor fit for existing or ongoing projects. Paying an existing academic advisor to perform their normal scope of work is not an attractive prospect for a grantor because there is no change in service, or indication of impact for the grantor. Furthermore, the federal government prohibits recipients of federal funds from replacing state or local funds with federal funds. This is called “supplanting,” and is not allowed by federal funders.

Ongoing projects can be interesting to grant funders so long as these projects are new, scaling up, or being revised in some way and are aligned with the funder’s mission. These changes may require additional staff, infrastructure, or curriculum development that would justify grant money. However, if the project is meant to continue indefinitely, funders need to see a transition or sustainability plan about how the project will be funded in the future, once grant funds cease. The college cannot continually rely on grant funding from one funder or multiple funders to support a project or program indefinitely.

Similarly, creating a project based on a grant opportunity but is not aligned with the college’s strategic priorities is a poor practice. This situation can lead to grant awards that use college resources but do not lead to college mission fulfillment. Funders, especially private funders, are looking to establish a relationship with grant seekers. The ideal relationship is between two organizations that have alignment between at least an aspect of both organizational missions and goals. Being clear about your goals from the beginning of the project will help determine any positive alignment between the funder and your project. Funders are searching for implementation partners that will assist them in completing their goals.

## How to prepare for grant development and management

After developing a good idea suitable for grant funding, the next step is preparing to develop a grant proposal. The process of developing a proposal, creating and submitting an application, negotiating a contract if the project is selected, and beginning to execute a grant funded program can take up to one year for federal grants. The most important element of a strong grant proposal is good, careful planning. Planning and preparing well ahead of the actual release of the grant competition will improve chances of success. Breaking the process into discrete steps can be a helpful approach to ensuring careful planning occurs. It is crucial to understand a grant is not a quick fix, but instead movement toward long-term goals and objectives.

## Project Design

When designing a project for a grant, all projects should be working toward a specific goal, and a measurable outcome. Federal and private grantors are guided by the Theory of Change, which outlines long term goals, and then works backward to identify the necessary steps and pre-conditions to achieve the desired goal. This mapping, known as a Logic Model, identifies inputs (resources for the program), activities, outputs (tangible products created by the activities), and outcomes. These project goals and outcomes should be measurable and clear. This way, the staff setting up the program, the funder, and other stakeholders know how success is defined, and the aim of the grant. For example, a grant may offer additional tutors for a specific cohort of students. The activities would be additional tutoring for the cohort of students. The grant output may be that the program enrolls at least 16 students in an experimental cohort, and each receives 5 hours of one-on-one tutoring per week. The outcome may be that over a 2-year period of instruction and support, the first cohort may have 95% course completion rates, 90% graduation rates, and 85% transfer rates to bachelor’s level programs. These outcomes can be measured against other comparable student populations, so the college has some indication if the cohort model and extra support were successful. The grantor’s funds have had a tangible effect, the college has specific data about the success of the intervention, and the intervention has created a culture of success.

Outcomes can be measured qualitatively, such as student satisfaction, as long as a method of measurement and metric for success are identified beforehand. The Office of Effectiveness and Research can help with identifying appropriate metrics and ways to measure things, whether through creating unique surveys, or providing data for course completion rate, GPA, transfer, or other metrics. They can also assist with determining when metrics are not realistic. There are always ways to track the grant’s effectiveness that illustrate the importance of the funding and its impact. Designing a grant from the beginning to track these measures creates a more solid proposal. Since the grant proposal forms the basis of the contract between the grantor and the college, having a solid foundation from the beginning that clearly articulates the plan of action and measurable goals ensures a smoother and more successful grant implementation.

# The Grant Preapproval Committee

The Grant Preapproval Committee (GPAC) was established by President’s Cabinet in 2015 as a way to coordinate and prioritize all college grant seeking efforts. The committee ensures all grant activities align with the college's strategic priorities, and ensures efforts are not duplicated across the college. Another important function of the grant preapproval process is structured mentoring on grant development for faculty and staff who want to pursue grants as a way of funding new and supplemental programs.

The committee’s main function is to discern the merits of proposals for concepts that could be grant fundable, and ensure the concepts align with the strategic direction of the college. The committee reviews case statements, which are essentially brief outlines of the rationale and main features of the project in need of funding. Based on the details and thoroughness of the case statement, the committee decides if a concept is ready to be developed into a proposal and potential grants researched, needs additional work, or is a poor fit for grant funding.

The committee consists of the Director of Grant Development, the Grant Coordinator, the Executive Director of the Bellevue College Foundation, the Director of Budget, the Grants Compliance Manager, and an academic dean. Other staff or faculty with specialized subject matter expertise may be called upon to advise the committee on a case statement. The committee meets monthly to review case statements and update on progress of previous case statements. The Grant Coordinator is responsible for scheduling meetings and forming the agenda under the guidance of the Director of Grant Development.

## Writing a case statement

The case statement form guides grant seekers to develop their initial idea, and contains most of the basic information that a grant may ask, such as: What is the need the proposed grant concept will address?, Who will perform the work of the grant?, How will changes be measured?, etc. For a full copy of the case statement, please refer to Appendix [A] or access at <https://bellevuec.sharepoint.com/sites/institutionaleffectiveness/grants> .

Grant seekers may not have answers to all of the questions, which is understandable. Crafting a case statement is meant to help you flesh out all the details of their project, and expose areas that may be lacking definition. The GPAC reviews case statements at all levels of development, and can make recommendations using the committee’s combined experience and knowledge of grant development and management. Often, grant seekers may take more than one month to develop a case statement before they feel ready to submit it, so they have worked out the answers to many or all of the questions. The Grants Office is a resource for anyone looking to develop a case statement.

Please note: grant case statements must be submitted by the prospective principle investigator (PI), project manager, or lead. Cases submitted on the behalf of others will not be considered.

## Approaching feedback from the committee

The committee will have feedback for grant seekers about their proposal, all of which is meant to be constructive, and ensure that the college is submitting the strongest possible proposal. Feedback typically takes two forms:

* The proposal has issues of scale

OR

* The proposal has issues in the details

When the proposal has issues of scale, this means the proposal usually needs a stronger alignment with the college’s strategic direction. This means the project needs to address concerns regarding scope, the proposed objectives, and project goals. Projects that struggle to meet these requirements often have proposed to invest a large amount of resources in order to change a small part of the college, or the project would have unintended consequences about how the entire college operates, creating large amounts of new work without considering the impact on other departments. This does not mean that the identified problems are not worthy of addressing, but there needs to be a more holistic way to approach them. The committee will help to brainstorm new ways of approaching their problem.

Proposals that have issues with details often only need some changes to ensure the college can effectively carry out the grant. Generally, these changes are matters of compliance with local, state, and federal laws or regulations. Often, the overarching idea and strategic priorities are clear and well-founded but the method and implementation may need to be altered to ensure that the college can stay within compliance requirements.

The committee may suggest proposed changes in how outcomes are measured, so the college can accurately report its effectiveness to the grantor. Sometimes the committee may have experience with a grantor’s funding interests and can guide a proposal concept to be more compelling to the funder.

All feedback from the committee is designed to strengthen the proposal. Sometimes, due to grant and internal timelines, a proposal cannot move forward because of changes requested by the GPAC. Usually, the quality of proposals are high, and with a few small adjustments, a proposal can move forward.

## Moving Forward

It is not necessary to have a funder in mind when submitting a case statement to the GPAC. If the case statement receives approval from the committee, the Grants Office will work with the grant seeker to research potential grantors and/or move forward with a proposal. How the Grants Office moves forward depends on whether or not a case statement is general or tailored to a specific grant opportunity.

### General Case Statement

When a grant seeker has submitted a general case statement, GPAC approval to submit grants lasts one calendar year from initial approval. Based on GPAC approval, the grant seeker may submit more than one grant, depending on the nature of their project. The Grants Office will present any existing relevant funder research to the grant seeker or conduct new funder research as appropriate. The grant seeker and Grants Office will work together to determine appropriate fits for the project and timelines for submitting grants.

### Specific Case Statement

If a case statement was written with a specific grant funder in mind, the GPAC will assess the case statement on the basis of its readiness/fit to that opportunity. If approved, the Grants Office and the grant seeker will move ahead with submitting a proposal for the selected opportunity. If the case statement is addressing a broad, cross cutting college strategic priority, and/or the grant would likely affect many divisions and departments of the college, GPAC will present the concept and grant opportunity to President’s Cabinet for a final assessment and approval to proceed.

## Institutional Review Board

If a proposed project will involve research on people, whether faculty and staff or students, and their performance, the research design and plan must be reviewed by the college’s Institutional Review Board (IRB). The Institutional Review Board protects the rights and welfare of humans participating as subjects in research. Funders who solicit proposals that potentially involve a human research component require documentation that the proposal has received internal IRB approval prior to releasing any grant funding. The IRB has its own guidelines, protocols, and deadlines for managing submissions and proposals. Please see <http://www.bellevuecollege.edu/irb/> for more details.

Creating a Proposal/Application

Once a proposal has received the approval of the Grant Preapproval Committee, the Grants Office and grant seeker may begin to move forward with crafting the grant proposal. Proposal requirements differ, depending on the funder. Each application is ultimately unique, but there are similarities across broad types. The four main funder types are:

1. Federal Government
2. State Government
3. Local Government
4. Private or Corporate Foundation

Depending on your project, timeline, and amount of funding sought, the project may have alignment with multiple kinds of funders.

## Government Funders

Government grants, regardless of the level, are clear and prescriptive about expectations. Grants from government entities are developed based on law or other policy, the requests for proposals are detailed but clear. Federal Government Request For Proposals (RFPs) outline organization eligibility, expected or allowable activities, and rubrics for scoring. It will be very clear if BC is eligible for funding, and if the proposed activities align with the purpose of the grant.

Private and Corporate Funders   
Private funders are transparent about eligible entities. Any funder that is a 501(c)(3) non-profit can only give to other 501(c)(3) non-profits. The Bellevue College Foundation accepts private grants on behalf of the college from private funders. Private funders are not as prescriptive about the type of projects or activities they support. The Grants Office will conduct research into a private or corporate funder to determine giving history, including previous recipients of gifts, amounts given, and for what purpose. Because each private and corporate funder is a unique entity, this research can be time consuming, and results are not uniform. Private and corporate funders may change priorities as their board changes, or choose to move to invite only applications rather than open applications. Cultivating a relationship with a private or corporate funder leads to better success rates in receiving funding.

Once you have established alignment between your project and the funder, it is time to create the project narrative and proposal.

# Project Narrative or Proposal

The narrative portion of a grant application, or the formal proposal, is the institution’s offer to engage in a contract with the grantor to perform services, which the grantor will fund. A good proposal will address key points:

* Identify a goal or goals and measurable objectives to meet that goal
* Clearly articulate activities planned by the college
* Demonstrate how these activities will advance the goals of the grantor
* Convey how the activities are unique or innovative, and worth the investment
* Articulate why the college and its personnel are best suited to carry out these activities
* Convey how the project team will evaluate success of the activities

Developing the proposal is always a collaboration between program personnel and the Grants Office. The Budget Director or Grants Analyst will also review budgets and near-final drafts as appropriate. Program personnel are the subject matter experts, bringing their expertise to bear on the project design. The Grants Office will support and assist with project design and budget development, and ensure the proposal aligns with the funder’s priorities and the guidelines outlined in the RFP.

It is critical to address all of the guidelines in the grant solicitation or RFP. These guidelines have instructions on eligible applicants, funding priorities, elements to address, selection criteria, as well as style details and submission information. Deviation from the instructions will typically result in a rejected proposal.

Clear, accurate proposals are necessary, as the proposal forms the basis of the final contract between the grantor and the college. Accepting the grant commits the college to fulfilling the objectives and outcomes listed in the grant, as well as space, personnel, equipment, and other materials required to fulfill grant commitments. Realistic outcomes, goals, and other details are key to ensuring success.

# Budget

The budget is the intended fiscal expenditures for the project. The project budget is just as important as the project narrative. Most grants require a budget justification, or explanation why you chose to allocate money to certain project elements. Grantors expect grant budgets that are well aligned with proposed project elements. A budget that is not well aligned with the project can disqualify a project from funding, even if the idea is sound.

Funders will have maximum or minimum grant amounts indicated in the RFP. Depending on your project, the requested funding may only cover a part of your project, or the grant may fund all resources needed to initiate the entire project. Funders will often ask about other grant requests for a project. These requests may be included in the project budget.

The following are standard budget categories, which are explained in further detail below:

* Salaries, Wages and Benefits
* Supplies
* Equipment
* Travel
* Contractual Costs
* Miscellaneous
* Indirect

## Salaries, Wages, and Benefits

Large grants usually require dedicated personnel to manage the grant and/or take on work specific to completing grant outcomes. During planning, careful consideration for the qualifications, time and effort of grant funded personnel is imperative to ensure success. Be sure to verify that the grant can be used to pay salaries and benefits for personnel needed to carry out the proposed work. The rate of pay must be commensurate with the work expected of similar positions in the college. Based on grant guidelines, Faculty may receive stipends or release time as part of a grant to manage the grant, develop and test curriculum, or other activities beyond the scope of their regular contracts. Faculty pay on grants must be consistent with contractual pay rates. When salaries and wages are budgeted as part of a grant, benefits must also be budgeted accordingly. The Budget Office provides the most recent benefit ratio for different classes of employees.

There are restrictions for using grant funds for personnel. Grant funds cannot be used to replace the pay of existing college employees to conduct their regular jobs. This is called “supplanting,” and is not allowed. Some grantors, such as National Science Foundation, limit the percentage of time a college employee can dedicate to grant funded work. Monitor grant guidelines carefully for these limitations.

The grant proposal should also detail a sustainability plan including how personnel or grant work will continue beyond the end of the grant. Grant funds are finite and for an agreed upon duration. Grant seekers must anticipate how successful elements of the grant funded project will be supported by the college, including retaining any critical grant funded personnel or transferring work to non-grant funded personnel.

## Supplies

Supplies are materials required to fulfill the grant activities. Supplies may be office supplies, computers, furniture (like a desk or office chair), printing, advertisements, laboratory materials, tools, software or any other necessary supplies to carry out the grant. Supplies are typically “disposable” meaning that they have a usable lifespan shorter than 5 years, and cost less than $5,000 per item. Be sure to check grant guidelines for allowable costs.

## Equipment

Equipment includes machinery, scientific instrumentation, or other apparatus necessary to fulfill grant outcomes that cost more than $5,000 per item and has a usable lifespan greater than 1 year. Some grants may limit the amount of funds that can be spent on equipment, or may only be spent on equipment. In some cases, grantors require preapproval of equipment expenditures prior to purchase.

## Travel

Travel costs are appropriate for many grants, and may even be required to receive specific training related to managing a grant. Travel expenditure detail must be listed out for airfare, accommodations, vehicle rental, per diem and all other associated costs. Mileage reimbursement expenses for commuting to specific grant required meetings may also be included in the travel section. The Grants Office relies on published federal and state rates for accommodations, per diem, and mileage reimbursement rates.

## Contractual Costs

Contractual costs are for services the college cannot perform itself, and must instead contract out. These may include facilitators, project evaluators, or other required personnel. Please refer to the [Purchasing Department](https://bellevuec.sharepoint.com/sites/adminservices/purchasing) for current college guidelines on negotiating contracts.

## Miscellaneous Costs

Miscellaneous costs are costs that do not fit into any other category and must be listed and described, specifically.

## Indirect Costs

Indirect costs are costs that the college will incur as a result of managing the grant. These include a percentage of all college overhead costs including but not limited to Payroll processing timesheets, Human Resources working on hiring any necessary personnel, grant compliance activities, administrative oversight, building maintenance, and utilities. Bellevue College negotiates an indirect rate with the federal government. The Budget Office is responsible for keeping the indirect rate up to date. The Budget Office or the Grants Office will have current indirect rate verification available. Most federal agencies limit the amount grantees are allowed to budget for indirect costs to 10% or less of direct costs. BC should budget for the full federal indirect rate whenever possible on federal grants and whenever allowed on all grants. Some private and corporate grantors will not allow charging indirect costs.

# Letters of Commitment

Some applications may ask for letters of commitment, which are additional attachments to the application.

Letters of commitment come from the College President or Executive Director the Bellevue College Foundation, committing the college to the work of the grant including the necessary institutional support. These letters confirm that the institution’s leaders know the grant is being submitted, are committed to the work, and that the organization will be responsible for the funds.

Letters of commitment can be from other personnel from the college expressing commitment for a project they will participate in, or may impact them. Letters of commitment may also be from outside groups like other colleges, government entities, or non-profits pledging commitment for participation in a project which may include pledging in-kind resources such as staff time to work with the college on projects, or access to data or other resources. Because letters of commitment from external groups must go through review process in their respective organizations, the process of asking and obtaining these letters should begin as quickly as possible when starting the grant.

## Partnerships in Smaller Grants

Smaller grants ($10,000 or less) may require partners, but due to the size and scope of the work, no letter is required for submitting the application unless formally requested by the funder. In lieu of a letter, the partner’s responsible budget authority for the area committing to the scope of work would send an email that acknowledges the scope of work and committing to its completion.

# Evaluation Plan

Because grants are frequently plans to try new things, or try activities in a new way, any grant plan must include a way to measure success. An evaluation plan is a plan to collect data and assess grant activities. The data may be quantitative, such as a change in student GPA, or it may qualitative, such as a change in student attitude towards math. The Office of Effectiveness and Research can help craft an evaluation plan that is realistic and effective. For federal grants, an external evaluator is often required. A competitive procurement process must be conducted to seek and retain an external evaluator.

An evaluation plan will form the basis for reporting to the grantor. The grantor will set the reporting timeline, but the evaluation plan will form the substance of the reports, detailing work performed, the impact it has had, and work still left to do. A well-crafted evaluation plan will make reporting to the grantor a smoother process.

# Review and submission

Once the grant application has been completed to the PI’s and Grants Office’s satisfaction, the Grants Office coordinates executive review and submission of the grant. The college requires the Vice President of Administrative Services’ review and sign off on all grants submitted on behalf of the college before they are submitted. The college President must also review and sign off on all grants to public entities before submission when the grant amount is $100,000 or greater; or when the funder requires a letter or other assurance from the President.

When the Bellevue College Foundation is the designated recipient of grant funds, the Executive Director of the Bellevue College Foundation reviews and signs off on the grant submission. When a grant to a private funder would also substantially impact the college by adding new personnel, new equipment, or by other means, the VP of Administrative Services and the college President will also review the grant to ensure the impact has been appropriately considered.

The Grants Office submits the applications to the funders according to funder specifications. Only in certain cases, when the project manager has a unique or personal relationship with the funder does the project manager submit the grant. Submission details should be coordinated and arranged with the Grants Office ahead of time. The Grants Office tracks grant submissions during the course of the year, and may follow up with the funder after a certain period of time if there has been no contact. Some funders such as the federal government can take up to a year to complete grant review, whereas some private funders may only take a few weeks to review grants. Award notices or declines may go to the project manager, the Grants Office, or to other listed personnel. In all cases, the Grants Office must be notified of a decision or a request for additional information.

Grant Management

# Notice of Award

The time from submission to notification of award can be anywhere from a few weeks to nearly a year. If the grant is awarded, the college contacts listed in the proposal will be notified of the grant award. Grant award notifications can come as a formal letter, an e-mail, or a phone call. Once you receive a notice of a successful award, please notify the Grants Office and the Budget Office, as these offices may not receive a separate notification. The grant contract will arrive with the award notification or separately. The contract will include the grant deliverables, as well as the legal obligations of the college as a grant awardee. All grants require a formal contract with the funder. The Vice President of Administrative Service is the designee to sign grant contracts with the college. The Executive Director of the Bellevue College Foundation is the designee to sign grant contracts with the BC Foundation.

## Accepting/Negotiating an Award

The Principal Investigator (PI) is responsible for reviewing the grant contract for deliverables. Review your submitted proposal to ensure the grant proposal and the grant contract align. If there are errors or duties the college cannot fulfill, the contract must be revised. Errors do occur, so please review thoroughly.

For grants made with the college, the Purchasing Office and the Grant Accountant will review the grant contracts for legal aspects such as indemnification requirements, reporting requirements, etc. The PI, Purchasing Manager, and Grant Accountant will meet to ensure everyone understands the contract and obligations. For grant contracts made with the BC Foundation, the BC Foundation Finance Director reviews the contracts for legal aspects. The PI should meet with Foundation Finance Director to ensure everyone understands the contract and obligations. If, as a result of the meetings, anyone determines that changes are necessary to the contract, the PI should contact the funder’s program officer with proposed changes, and negotiate accordingly.

Once the contract is finalized to both the funder’s and college’s satisfaction, the VP of Administrative Services will sign the contract on behalf of the college. The Executive Director of the BC Foundation signs grant contracts on behalf of BC Foundation.

## Sub-recipient Agreements

The college will sometimes be invited to be a sub-recipient on grant awards. Sub-recipient agreements are invitations for the college to manage a portion of a larger award that was given to another organization. Examples could be BC faculty joining with an institution to conduct research, or for KCBS to report on issues in collaboration with another organization. These contracts are for less funds, but still require the same rigor applied to contracts directly from funders. The same process applies as above.

## Managing Sub-recipients

Some projects may require using sub-recipients to complete the work of the grant. In these cases, BC is responsible for ensuring sub-recipients conduct their portion of the projects in compliance with laws, regulations, and terms and conditions of the award. The terms of the relationship should be documented in sub-award, subcontract, or consortium agreements.

At BC, PIs are responsible for monitoring sub-recipients to ensure compliance with federal regulations and both prime and sub-recipient award terms and conditions. These terms and conditions include sub-recipients making progress towards grant goals and objectives. PIs should review and evaluate sub-recipients progress as necessary to make accurate determinations about overall progress. Oversight responsibilities include monitoring the costs charged by sub-recipients performed on the sub-award. For specific budget invoicing protocols, please refer to the Budget Office.

The Budget Office has the responsibility for ensuring sub-recipients monitoring procedures are compliant with federal and other applicable regulations, and are consistent with sound business practices. The Budget Office is also responsible for confirming that sub-recipients who have spent $500,000 or more during the fiscal year have met audit requirements, and making decisions regarding any audit findings for sub-recipients.

## Publicity/Notification

Once the contract has been signed, begin promoting the grant activities. The PI or grant staff should create and develop outreach materials as necessary with institutional advancement. For larger grants, a press release is standard. Another option is an event educating stakeholders about the upcoming grant activities.

# Grant Budget

The budget for the grant is based on the budget submitted as part of the grant application and the actual budget awarded. In order to create a grant budget in BC’s financial system, the Grant Accountant must receive the award or contract letter detailing the amount received from the grantor. The Grant Accountant will notify the PI of the budget details accordingly.

## Authorized use of grant funds and budget monitoring

The Principal Investigator is responsible for authorizing all grant expenditures and monitoring the grant budget. The grant budget must be spent as stipulated in the grant contract, including both appropriate amounts and types of expenditures. Sometimes circumstances will force the need for a re-allocation of funds. Any changes to the grant budget must be approved by the funder. Each contract will have specific language regarding about how to notify the funder about proposed budget changes. Re-allocating grant funds can be time consuming and labor intensive. For these reasons, it is important that the grant budget submitted with the application be accurate as possible, as it will dictate grant success.

The Grant Accountant will monitor grant expenditures monthly. The accountant helps ensure all expenditures are in line with the specified grant contract. If grant funds are spent too quickly or not being spent, the PI must notify the Grant Accountant. If there are any inconsistencies or questions, the Grant Accountant will contact the Principal Investigator about specific expenditures.

## Procurement

Procuring supplies, equipment, or other materials can be a type of grant expenditure. Federal guidelines specify that "the college must use its own documented procurement procedures which reflect applicable State, local, and tribal laws and regulations, provided that the procurements conform to applicable Federal law and the standards identified in this part,” (Federal Uniform Guidance 200.318). The college's established procurement procedures can be found here: <https://bellevuec.sharepoint.com/sites/adminservices/purchasing>

### BC Foundation Procurement

To spend funds awarded from private grantors through the BC Foundation, proceed as normal using the purchasing office from the established operating budget. After the supplies or services have been received, take the following steps:

1. Prepare a Foundation Check Request (a specific form available from the Foundation) for the Foundation to pay BC the specified amount. Include the budget number with the description of the items or services purchased.
2. Attach copies of the vendor purchase receipt(s).
3. Have the grant budget authority sign the request.
4. Send the request to the VP of Administrative Services to sign and approve the request.
5. Route the paperwork to the Foundation.
6. The Foundation will process the check to pay the college and replace the dollars spent from the operating budget.

### BC Policies

The college specifically offers purchasing cards, or P-Cards for conducting college business that involves small, repetitive purchases such as conference registration, office supplies, postage, membership dues, books, etc. The college also has travel cards, for travel specific costs. The process for obtaining a purchasing card can be found here: https://bellevuec.sharepoint.com/sites/adminservices/purchasing/Pages/Purchasing-Cards.aspx

Once a purchase card has been obtained, be sure to follow the college’s overall guidance for purchasing:

* For office supplies, the college maintains accounts with Office Depot and Amazon Business. Office supplies should be purchased from either vendor.
* Public employees must place the public’s interest before any private interest of outside interests. Conflicts of interest may impair or conflict with your ability to make unbiased decisions.
* When purchasing, always follow the college’s gift guidance, which stipulates that college personnel never accept a gift, gratuity, favor, or anything of value from a current or potential future vendor that could be reasonable expected to influence your contracting decisions, recommendations, advice, etc.

## Contracted Services

A grant may require a contract with an external vendor to provide a service the college cannot fulfill, for example, construction or recruitment of international students in their home country. The college policy regarding determining when a contracted service is necessary can be found here: <http://www.bellevuecollege.edu/policies/id-6850/>

In all instances, the college will follow its established procedure for creating contracts. Please see guidelines here: <https://bellevuec.sharepoint.com/sites/adminservices/purchasing/Pages/Contracts.aspx>

## Travel

Some grants may require travel either to received grant specific training or for other purposes. In arranging travel for any grants, the college will follow its established travel guidelines here: https://bellevuec.sharepoint.com/sites/adminservices/travel

The U.S. General Service Administration sets a daily rate for acceptable travel expenditures across the nation each year. In all instances, the college uses this rate to budget for travel. Please see the General Service Administration website for current information: <https://www.gsa.gov/travel/plan-book/per-diem-rates/>

If travel is a repeated, necessary part of the grant, the college may issue a specific travel card for purchases. The process for obtaining a travel card can be found here: <https://bellevuec.sharepoint.com/sites/adminservices/purchasing/Pages/Travel-Cards.aspx>

# Audits

Audits are an official inspection of the college’s accounts to ensure the organization has been conforming to all applicable laws and policies. When a grant is audited, it is always initiated by the granting organization. Not every grant is audited, but may be audited, as specified in the grant contract. Multi-year grants may be audited several times. Per federal guidelines, federal grants that expending $750,000 or more during the college’s fiscal year must have a program-specific audit during that year.

When an audit is initiated by a grantor, the college must turn over all relevant material to the grantor. The PI and the budget office are responsible for providing all documentation to the grantor. The budget office will follow up with further financial details as requested by the grantor. If an audit results in findings that the college has not been conforming to all laws and policies, the college may be banned from receiving funds from the grantor for a period of time, including the federal government. For these reasons, it is imperative that the PI follow all laws and policies for spending grant funds.

# Grant Personnel

Enacting the proposed grant plans often requires personnel. How personnel are allocated to the grant depends on the grant itself, and must be worked out in the planning stages. Large grants may require hiring new personnel to manage or fulfill the proposed grant plans. Small grants may allocate stipends to faculty for administrative work on the grant. Whatever the personnel needs, there are guidelines in allocating staff to fulfill grant requirements.

## Hiring New Staff

Hiring new staff for grant funded positions should follow established college hiring procedures (https://bellevuec.sharepoint.com/sites/hr/recruitment). When hiring personnel to perform aspects of the grant that will be entirely grant funded, the job description should indicate the position is grant funded, and therefore not permanent. Grant funded positions’ salary and benefits should be funded at a rate that will attract candidates willing and able to perform the stated grant duties. Please contact the Budget Office for current benefit ratios.

Personnel hired entirely with grant funds can do “de minimus work” or work that is not a regular part of their job but may be required as being a member of the college community (serve on search committees, attend all-college events such as Opening Day, participate in training, etc.). Grant funded positions cannot begin conducting new, ongoing work on top of their grant funded work.

## Existing Staff

Existing full-time faculty and staff can be compensated for their time on a grant through reassignment of their duties to a different or new staff member. For federal grants, existing college staff cannot have any portion of their salary moved to grant funding. For non-federal grants, depending on the grant and other circumstances, existing staff positions may be moved onto grant funds. Full-time faculty may be paid a stipend for work over and above their normal job duties.

Faculty performing administrative duties for a grant may be compensated with stipends or release time, depending on the preference of the faculty or the specific requirements of the grant funder. How faculty will be compensated should be determined during the grant development period.

## Time and Effort Documentation

Time and Effort is defined as the amount of time spent on a particular activity. It includes time spent working on grant activities in which salary is directly charged or contributed (as a cost share or in-kind contribution). Time and Effort documentation is a separate process from filling out a timesheet. The college’s Grant Analyst tracks Time and Effort for all college grants. Time and Effort documentation will include a description of how actual time and effort was spent on the project. The Finance Office has a standard Time and Effort form that it will distribute to grant personnel once grant activities have begun.

Time and Effort must be documented in the following circumstances:

* Faculty and administrators are employed 100% on one or more grants. If a person is employed on more than one grant, the percentages of time allocated to all grants must add up to 100%.
* Faculty and administrators paid by both a grant and the college when their time is split between a grant and college activities. This includes faculty receiving release time paid by a grant. College-funded responsibilities must also be included with percentages of time adding up to 100%.
* Faculty and administrators paid for grant work outside their normal workload.
* Faculty and administrators contributing time to a grant when required by the grantor for a match.
* Full-time faculty receiving release time when the grant is paying for a replacement cost rather than a percentage of the full-time faculty member’s salary.

Grantors and the college document Time and Effort to ensure that activities support the stated grant outcomes/goals. Time and effort documentation is collected by the Grant Accountant monthly and reviewed during audits.

# Grant Revisions

Circumstances may require changes to the grant activities that will affect the scope or objectives of the grant as it was approved. Requests to revise aspects of the grant should follow the grantor’s requirements, which should be detailed in the contract. At a bare minimum, the revision request should include why the revision is necessary, what will happen if the revision does not occur, how the revision will affect the project, and when the revision is expected to occur. If the revision is approved, please notify the Budget Office, and keep a copy of the revision approval.

All federal agencies offer the opportunity for a no-cost extension, whereupon the grant is extended for one federal fiscal year with no changes to the budget. Each funding agency will have its own documentation for requesting a no-cost extension for the grant. Please refer to the grant contract for the appropriate way to request a no-cost extension.

# Records Management

The PI should keep the following project records on file during the life of the grant:

* Original grant proposal and approved budget
* Grant award document
* Revisions to the grant proposal and budget, and if necessary, written approvals of revisions
* Institutional Review Board determination documentation, if applicable
* Personnel paperwork, including employment applications, contracts, time-and-effort reports, time sheets, and quarter schedule grids for faculty receiving release time
* Participant records (if any)
* Financial records, including budget reports, purchasing documentation, lease agreements, and all contracted services
* Marketing documentation
* Performance and evaluation reports
* Dissemination information
* Correspondence related to the grant

All files are to be gathered at the conclusion of the grant and archived, according to the college’s archiving policy. See: <https://bellevuec.sharepoint.com/sites/adminservices/recordsmgmt>

# Reporting

Reports on grant activities to the funding agency are mandatory, and are assurances of the college’s accountability. The college may document the success and quality of a program only by timely and accurate reporting of activities.

## Agency Reporting

Agency reporting requirements will be specified in the award notice or grant contract. Typically reports on grant activities will occur annually, but some grants may require reporting twice a year or quarterly. Grants that last one year or less typically only require a report at the end of the grant project.

Reports to the agency will include narrative progress reports and financial status reports. The PI is responsible for writing the narrative report, the Grant Accountant will create the finance report. The report should adhere to the format and submission method identified in the award or contract. Final reports of grant accomplishments are typically due within 30 to 90 days of the project end date.

Sub-recipients of the grant should provide the PI with reports on their performance in accordance with their sub-recipient agreement.

## Other Reporting

Annual or final reports are also an excellent way for the college to communicate to internal and external stakeholders about the successes of the grant activities. Internally, the BC FYI system is a way to communicate successes. For reports to external stakeholders that are not the funder, contact the Marketing Department.

# Close Out

When the grant term has expired, and an extension is not possible or required, the PI and the Grant Accountant will confirm that all expenses have been charged, and the grant contract has been terminated. Each grant contract will contain final dates that expenses may be incurred and obligations have been liquidated.

The grant is typically not completed until the PI has submitted the final report, and the Budget Office has completed its final expenditure report to the funding agency.

## Records Retention

Washington State policy states that grant files must be kept 10 years from the last year of the grant. If the grant lasts five years, records may extend back 15 years. All files listed in the Records Management section should be archived according to the college’s archival policy.