Rogue Community College
GRANT DEVELOPMENT PLANNING GUIDELINES

At Rogue Community College (RCC), the Grants Office includes the Grants/planning coordinator and the Grants Team whose membership seeks to represent all divisions and campuses at the college. Grant development at Rogue Community College (RCC) is aligned with the college's strategic plan. It is comprehensive and strategic, and follows a four-step process. These guidelines were first initiated in 2001-02 based upon model guidelines supported by the national Council for Resource Development, and have been routinely updated.

Grants Office Mission

The Grants Office provides college-wide leadership and technical support for grants from public and private funding entities that enhance and expand activities that advance the mission, vision, and goals of Rogue Community College.

STEP 1: The Grant Development Annual Project List

The RCC Grants Team coordinates an annual process to generate a list of grant project concepts grounded in college priorities that starts at the grassroots-level and is vetted by the leadership teams within each division, Grants Team, and finally the Executive Team and President. Timeliness is critical because it will allow the Grants Office staff person time to research funders and help prepare grants.

A separate "bubble up" process allows for staff to seek supervisory and Executive Team approval to pursue a grant opportunity outside of the Annual Grant Project List process (see Step 2 below).

The process below is used to generate the Annual Grant Project Plan:

a. **Following the winter break,** the Grants Team will initiate a two-pronged effort. The Grants Office will distribute a *Grant Project Concept Questionnaire* (**See Appendix A)** to staff; and Grants Team members will interview selected staff to generate grant priorities. Grants Team members will broadly announce the opportunity within their respective divisions. The Grants and Planning Coordinator will offer technical assistance to staff in completing the questionnaire form.

b. **By mid-February**, staff will return their completed concept questionnaire(s) to their respective supervisor for review and approval. Supervisors will need to notify the staff person(s) of his/her decision, and to submit approved project questionnaires to the proper Vice President's office and to the Grants and Planning Coordinator. Grants Team members will continue doing interviews to solicit grant priorities.

c. **By end of March,** management groups from each division will do a review of the project questionnaires and Grants Team's interview results. Approved project concepts will be forwarded to the Grants Office. Grant champions will be notified of their projects' determinations. Divisions will assure that each concept questionnaire:

- Is complete;
- Addresses a college Strategic Objective(s) and divisional priority;
- Names a champion capable of developing a grant assisted by the Grants Office, and implementing the grant, if funded.

d. By end of April, Grants Team will recommend a ranking for each project. These individuals have extensive experience with grants and can judge whether a project will be competitive in terms of attracting grant support (see criterion in Appendix B). Projects will be ranked from 1 to 3 (1: most fundable; 2: moderately fundable; 3: least fundable). The Grants and Planning Coordinator will assign each competitive project a title, and organize each project within categories before forwarding the draft Annual Grant Project list and recommended rankings to the Executive Team for final review and final approval by the President. Recommended rankings will be forwarded to Executive Team for consideration.

d. **By end of May,** Executive Team will review and determine the final list of priority projects and project rankings.

STEP 2: Analyze New Projects and Projects with Resource Constraints

- **New Projects (aka "Bubble Up" Projects)**

  Normally, new projects also known as "bubble up" projects that are not in the annual grant project plan will emerge as grant opportunities during the year and are taken to the Executive Team (E-Team) for a go/no go decision. If the grant deadline does not allow time for an E-Team recommendation, support from the respective dean, and approval by the respective vice president and the president (or designee) on the preliminary grant request form (PGR) will suffice to move ahead with grant development and submission. The PGR will be circulated to E-Team after it has been approved by the appropriate vice president(s). If the bubble up project is not coming to E-team prior to grant submittal then an email discussion may help to sort out concerns and answer questions. Bubble up project grants submitted without first coming to E-Team are discussed at the next appropriate E-Team meeting. The E-Team, management group, and the faculty and classified representatives will be copied on the approved PGR.

- **Projects in the Annual Grant Project Plan With Resource Constraints**

  Projects in the Annual Grant Project Plan with resource constraints such as new staff, major new equipment, and/or facility requirements as noted on the PGR will follow the approval process as discussed above.

- **Projects In the Annual Grant Project Plan Without Resource Constraints**

  Projects from the annual plan without resource constraints may proceed after signatures are secured on the PGR form.

  The value of RCC's decision-making process is two-fold. First, the project champion and proposal development team often discover additional ways to strengthen their ideas based

upon this interdisciplinary discussion. Second, the process fairly judges the project against the strategic direction of the college and clearly shows the project champion and proposal development team why their project will be promoted and extensively developed or must be set aside for the benefit of RCC.

STEP 3: Preliminary Grant Request Review

One of the first steps to move ahead on developing a grant for a project is completing the **Preliminary Grant Request** form more commonly called the PGR.   This completed form is typically prepared by the grant champion and edited by the grants/planning coordinator. The champion secures the respective dean's signature approval and this is forwarded to the grants/planning coordinator. If time permits, the PGR is taken to the Executive Team for a go/no go recommendation to the president. As noted the champion (or designee) and grants/planning coordinator present the project to E-Team. Lacking time the president (or designee) may be the final sign off on the PGR. Any needed adjustments are made to the project following this review. On rare occasions, a project is stopped at this point if the project does not advance the college's strategic plan. Once approved, the proposal is completed, developed, written and a budget prepared. **See the procedures and form in Appendices A and C, respectively.**

STEP 4 (optional): Grant Writing Reinvestment Program

Following project approval, a project champion may qualify for the Grant Reinvestment Program. This program provides financial support for RCC staff working on large grants of $100,000 or more. The maximum stipend is $3,400 for any one project. Release time is optional and determined by the respective associate dean. **See Appendix D for more program details and Appendix E for the required form**.

COMPREHENSIVE CUSTOMER SERVICE

The Grants Office was created to provide a high level of services to RCC project champions and proposal development teams. Services are divided into pre-award (activities leading up to the submission of the proposal) and post-award (activities after projects are funded).

RCC Grant Champion's Role – Content Expertise	
Pre-Award Activities	**Post-Award Activities**
1. Lead on Project Design	1. Negotiate with Funding Agencies.
2. Lead on Proposal Preparation: Narrative & Budget	2. Implement and Manage Project.
3. Secure Needed Agreements With Partners	3. Track and Report Results.
4. Proposal Submission to Funding Agency.	
RCC's Grants and Planning Coordinator's Role – Technical Expertise	
Pre-Award Services	**Post-Award Services**
1. Research Funding Source(s).	1. Help Negotiate with Funding Agency.
2. Help Design and Develop Project and Proposal.	2. Provide Technical Assistance to Champions.
3. Edit Proposal.	3. Report Editing.
4. Prepare Grant Package and Submit to Funding Agency.	
5. Coordination of Site Visits.	
6. Sample proposal and budget.	

PRE-AWARD SERVICES

There are four types of pre-award services provided to project champions. The services are designed to increase the probability of receiving a grant.

1. **Research for Funding Sources**

Sometimes a project champion will have an idea, but not a source of funds to support the idea. In such cases, the Grants Office conducts research for possible sources. The office has access to traditional research tools (reference materials, files of agency requests for proposals, and a network of contacts at agencies, foundations, and colleges). Electronic research tools on the World Wide Web and databases are also used.

2. **Help Design and Develop Projects and Proposals**

Planning a proposal often requires 80% of the effort, while the writing may take 20%. Once a team of content experts is assembled (aka proposal development team), the Grants Office provides the expertise in the group process. Designing and developing projects and proposals requires expertise in the group process–to lead meetings, to direct the activities of the proposal development team, to maintain focus on tasks, and to summarize the results. The Grants Office also offers periodic proposal development and writing workshops for RCC faculty and staff.

3. **Edit Proposals and Reports**

The Grants Office staff will help develop a proposal from beginning to end. This entails contributing to the writing, and/or edit of a proposal written by a project champion/proposal development team. The level of support depends on the needs and expertise of the champion/team. The Grants Office working with the Community Relations Department provides a full-service technical writing function and can provide charts, illustrations, and take digital photographs for proposals.

4. **Prepare Grant Package and Submit to Funding Agency.**

As outlined above, the Grants Office obtains signatures of appropriate College personnel on final documents. After all approvals and signatures are obtained, the Grants Office duplicates, packages, and ships the proposal to the funder.

[Note: The Grants Office is the designated authorized institutional representative for FastLane of the National Science Foundation and Grants.gov. In this capacity, the Grants Office manages all aspects of this electronic commerce portal including maintaining the project champion database, converting and uploading proposal and budget files, and electronically transmitting proposals.]

5. **Coordination of Site Visits by Prospective Funding Entities**

The grants/planning coordinator working with the project champion will organize site visits including who should be present, organization of information and materials to be presented, and setting up the presentation environment.

6. **Sample proposal and budget.**

Contact the Grants Office for sample proposals and budgets as needed.

POST-AWARD SERVICES

Four post-award services are provided by the Grants Office, particularly the grants/planning coordinator and grants accountant for project champion s after an agency provides funding.

1. **Negotiate with Funding Agency**

An agency may not provide the exact funding requested. Thus, it is necessary to discuss the awarded amount with the funder and determine which objectives can be accomplished with the actual award. This often requires the revision of the proposal narrative and budget. The grants/planning coordinator can facilitate and interpret the technical discussions between the funder and the project champion and will submit the final negotiated documents.

2. **Troubleshoot for College and Project Champions**

It can be necessary for the grants/planning coordinator to troubleshoot issues that surface during the administration of a project. Examples of troubleshooting activities include tracking down late contracts from agencies and interpreting allowable and non-allowable costs.

Provide Technical Assistance to Project Champions

The Grants Office and/or the grants accountant can provide several types of technical assistance to project champions. For instance, project champions may need help when writing final reports, requesting budget transfers and no-cost extensions, and writing responses to agency requests for data. The Grants Office can also coordinate site visits from program officers, as well.

3. **Negotiate, Troubleshoot and Contract with Partners**

The grants accountant has subcontract templates that are customized for individual reports. The subcontract documents are created by the grants accountant and then reviewed by legal council, as appropriate. Sometimes there is further troubleshooting and negotiating required with subcontractors.

In Summary

There are major advantages to creating and following a methodical grants development process and providing comprehensive services. The process results in matured projects, with a high level of institutional buy-in that really must be done and truly adds value to RCC. They are not just one person's "neat ideas." As a result, even if RCC receives a rejection letter, the enthusiasm, need for the project, and value of the project plan are not lost. The proposal is overhauled and prepared for re-submission. If it is of such strategic importance to RCC, internal funds may be allocated to at least pilot the project.

A CUSTOMER SERVICES PHILOSOPHY

All the services are of no value unless the Grants Office has customers. Since the faculty, staff and administrators at community colleges often do not have much experience in grants development, the RCC Grants Office assumes a great deal of the burden of the process. The project champion and the proposal development team assume the role of content experts, and the

Grants Office guides and facilitates the proposal development team through the process. We strive to make the process non-threatening, enjoyable and rewarding. In that way, individuals will become loyal and repeat customers.

GRANTS TEAM PURPOSE & OPERATING GUIDELINES

MISSION STATEMENT: The Grants Office provides college-wide leadership and technical assistance support for grant submissions to public and private funding entities which will enhance and expand activities that advance the vision, mission, and goals of Rogue Community College.

SNAPSHOT OF MAJOR DUTIES

Grants/Planning Coordinator

Reports to the College president, facilitates the Grants Team, participates in the management group, Executive Team as directed, and other college committees, oversees development of the annual grant project plan, develops and/or edits proposals, works with proposal teams to plan and/or facilitate proposal development, submits all college proposals, assists with the acceptance and contracting process, and provides technical assistance on reporting to funding entities.

Key Duties:

- Facilitates Grants Team
- Oversees development of the Annual Grant Project Plan
- Prepares/edits proposals
- Submits all proposals
- Researches grants, data, and trends
- Facilitates/guides proposal teams
- Coordinates with funders, the RCC Foundation, and community partners
- Trains staff on proposal writing
- Provides documentation to grants accountant
- Provides technical assistance during grant award contracting process
- Works with President's Office and College Services staff to submit notice of award & budget to RCC Board of Education for grant acceptance
- Develops and maintains Grants Development Web-Site

Grants Team & Team Members

An institutional committee that meets at least monthly to recommend the Annual Project Plan and other grant priorities, assists in grant-writing efforts, and whose members are the liaison between the team and their respective division. Team members are empowered to represent their divisions during discussions and decision-making processes.

To become a team member, an individual must be mutually agreed upon by his/her respective college dean and the grants/planning coordinator. Applicants with previous successful grant-writing are preferred, however research, writing and presentation skills, and enthusiasm for

grant-writing are equally important.

Member Key Duties:

- Provides support to the divisional leadership in identifying grant projects in a timely manner;
- Helps develop the Annual Grant Project Plan;
- Liaison between Grants Team, division, campus, and/or department;
- Empowered to represent the division at team meetings;
- Assists in grant preparation; and
- Assists in grant-writing staff training.

APPENDIX A

Grant Project Questionnaire
(date set annually for mid-February)

Today's Date:
Your Name:

Email Address: **Phone #:**

Department:

Division:

Campus(es) Where Project Will Take Place: ____ **RVC** ____ **RWC** ____ **TRC**

Supervisor's Approval:

_____

1) Please explain your project concept:

2) Discuss how your project fulfills the college mission and one or more of the college's strategic objectives:

3) Discuss the college's experience in addressing this problem and providing the recommended service(s):

4) Describe college staff's expertise and ability to develop (a) a grant proposal and (b) the project, if funded:

5) List potential partners and what each may contribute to the project:

6) Explain the project's long- and short-term financial potential for RCC:

7) What will be the college's investment (e.g. space, personnel, matching funds)?

8) a.   Discuss your project's impact upon other departments:

   b.   Indicate whether those departments support these project impacts:

9) Do you have a funder in mind?
   _____Yes   Name of Funder: _____
   _____ No

MAJOR STEPS & PROCEDURES IN THE GRANTS PROCESS

A.   **Major Steps in Grant Development & Submission**

1.   Mid-February: Interested RCC staff members submit grant project questionnaires to their divisions (see Appendix A).

2.   March: Management groups within each division will complete their review of project questionnaires and forward projects approved for the Annual Project List to the Grants Coordinator/Grants Team.

3.   April: Grants Team will recommend rankings from 1 to 3 (1-most competitive; 3-least grant competitive).

4.   May: Executive Team will determine final list of priority projects and project rankings.

5.   June-September: Grants/planning coordinator does research to determine possible funders for specific projects. Information shared with grant champions.

6.   July-June: Projects not on the approved priority list (bubble up projects) are considered and developed with approval from the respective dean, and either the president or Executive Team depending on timing considerations.

7.   July-June: Grants/planning coordinator works with grant champions on getting the preliminary grant request approved by management, then helps champions develop and submit grant requests to funders. The Grants/planning coordinator tracks and reports grant results, and corresponds with funding entities.

8.   January: Annual Grant Priority Plan has a mid-year review by Executive Team and Grants Team.

9.   As appropriate: Large grants of $100k+ qualify for the RCC Grant Reinvestment Program in which the grant champion may receive release time and is paid a maximum stipend of $3,400 for his/her efforts in developing a grant proposal. This fund could also be used to pay a consultant.

10.   Upon Request: Grants/planning coordinator works with the grant champion to organize site visits by interested funding entities.

B.   **Procedures for the Preliminary Grant Request (PGR) Form:**

1.   Complete the Preliminary Grants Request form (PGR) **ideally a month ahead of the grant deadline.** (Located on "Y" drive under Grant Forms and Guidelines or at www.roguecc.edu/grants).

2.   Be sure to get the respective dean's support and vice president's sign-off.

3.   Forward the PGR to the Grants Office electronically and also send a hard copy with the vice president's signature via inter-campus mail or in-person.

4.   Three scenarios for proceeding:
   a. If the project is already on the approved Project List but has resource constraints the grants/planning coordinator and champion (or designee) will ask the E-Team for a favorable recommendation to the president.
   b. If the project does not have budget constraints it may proceed after the required signatures are secured.
   c. If the PGR is a bubble up project, the grants/planning coordinator and champion (or designee) will forward the project to the E-Team and/or the president depending on the availability of time for approval. The E-Team will review the PGR for bubble up projects and projects with budget constraints as time permits either before or after grant submittal.

C.   **Procedures upon Receipt of a Grant Award Prior to the Board Resolution**

1.   Recipient notifies the Grants Office of the award notification (or rejection).

2.   Award recipient presents the award letter, letter of intent, or email notification to the Grants Office who in turn makes this information available to the contract/grant accountant.

3.   The contract/grant accountant notifies the Grants Office when this information has been received.

4.   The president or dean of College Services typically signs for the grant.

5.   The grants/planning coordinator prepares a letter of appreciation for the president or the designee's signature.

D.   **Procedures for Board Resolution**

1.   Upon receipt of an award letter, letter of intent, email notification with award amount, or if the contract is submitted for signature, the contract/grant accountant will send a request for resolution along with a copy of information received to the assistant to the president.

2.   The assistant to the president will do a draft resolution and send to the grants/planning coordinator for review.

3.   After the resolution is reviewed, the assistant to the president does a final version for the Board.

4.   After the resolution has gone to Board of Education and been approved, the assistant to the president sends copies to the assistant to the dean of College Services.

5.   The assistant to the president forwards a copy of the approved resolution to contract/grant accountant.

E.   **Procedures Following Resolution Approval**

1.   The grants/planning coordinator notifies the Marketing Department of Board approval and requests that a news release be submitted to the media in accordance to the guidelines, if any, of the grantor.

2.   The grants/planning coordinator notifies the RCC grant champion of the Board's approval.

F.   **Procedures for Accounting and Reporting**

1.   Determine account numbers based on the grant budget guidelines.

2.   Approve PO's (if applicable) and verify that all expenditures comply with grant guidelines.

3.   Prepare financial reports as required to granting agency.

4.   Request grant funds (if applicable) or make sure grant funds received are posted to correct account.

5.   Compile grant information for audit/budget.

APPENDIX C

Recommended Project Decision-Making Matrix

Policy Guideline:
Appendix C may be used by departments and divisions to think through the priority of their projects. The Grants Team may use the criteria to help guide it in ranking proposed grant projects. Priority 1 projects are subsequently developed further by the proposing staff to include short project concept descriptions, identification of a project champion for each project, and estimated project cost. This information is sent to the Grants Team.

Procedures:

Step 1: Grant projects generated from a division's or department's strategic planning goals and objectives will ideally be analyzed using the following criteria (see below). For each criterion there is a maximum of 1 point for a total maximum score of 8.   Projects with 6-8 points are considered "high" ranking projects, those with 3-5 points are medium and 0-2 are low. The highest ranked projects are forwarded to the Grants Team.

Step 2: The Grants Team sorts the projects by type then ranks each project within defined categories such as capital projects or program projects. (1-highest; 3-lowest).

Step 3: The priority 1 projects are sent back to the proposing entity to be assigned a project champion; estimation of project costs; and further development.

Step 4: The Annual Grant Project Plan is refined by the Grants Team, and sent to the Executive Team for consideration and the president's approval.

PROJECT TITLE:	SCORE (max. 1 point/ criteria)
1. Strongly fulfills the college mission, and strategic plan.	
2. College has strong experience in this area.	
3. RCC has the staff expertise & time to develop the project on a timely basis.	
4. There is a critical need to address the project in the current year.	
5. If there are partners, these partners enhance the effort.	
6. The project has excellent long- and short-term financial potential for RCC.	
7. The college's investment is minimal or at least reasonable (e.g. space, personnel, matching funds).	
8. If the funding source is known, the competition for the grant is open and the odds of receiving the grant are 50% or greater.	
Total Project Score:	

APPENDIX D

RCC PRELIMINARY GRANT **REQUEST** *FORM (PGR)*

See Y drive: Grants Forms and Guidelines

Grant Writing Reinvestment Program Guidelines

Within RCC's goal of developing "a stable funding base consisting of varied sources of funding," grant acquisition plays an important role. This program is intended to build RCC's ability to access grants by developing and sustaining a cadre of trained and talented grant writers familiar with the requirements for successful grant work and knowledgeable about the college, and its needs.

A modest investment, this strategy has the potential of a big return. It cost-effectively strengthens the Grants Office infrastructure, positions the college for greater grant production and hopefully generates more grant resources, and recognizes and supports RCC staff who could not otherwise participate in the grant process.

Program Features:
1. $10,000 from the Intra-college fund is dedicated annually to providing financial support for RCC staff working on grants and/or to hiring a grant writing consultant(s). Any unused funds from the prior year roll over and are available to allocate in the subsequent year. The dollars are held by the President's Office, and administered by the grants/planning coordinator within the framework of the annual institutional grants priority plan.
2.   Priority goes to staff working closely with the Grants Office staff on major grant proposals that support the college's grant priorities (see Annual Grant Priority Plan). Major grant proposals are generally defined as grant proposals $100,000 and more. Support is generally not available for staff working on more basic proposals, or for such activities as attending brainstorming meetings, providing feedback on grant ideas, providing information about their department or program, new course outlines, curriculum revisions, or reviewing grant drafts.
3.   Grant champions who qualify for the program complete the "reinvestment program compensation requirements and agreement" form. This form is also signed by the respective associate dean and the grants/planning coordinator. The grants/planning coordinator forwards the signed agreement to the director of human resources who initiates a personnel action form.
4.   As appropriate, release time or other arrangements will be approved by the dean and the department's associate dean, after consultation with the department head. Grant writing release time will not normally exceed 20% of a staff member's work-load in any given term.
5.   A portion of the budget set-aside may be used for grant training, or grant-related purposes.
6.   Because the program is considered an investment, it is requested that Grant Reinvestment Program applicants plan on contributing to the RCC grant effort for future projects as well.

(Prepared by the Grants Team and approved by Peter Angstadt, Ph.D., President & Lynda Warren, CFO, 1/28/05; updated 1/23/09)

APPENDIX F

Rogue Community College – Grants Office
Reinvestment Program Compensation Requirements & Agreement

In consultation with your department head and associate dean, select the compensation package below that best fits your needs for your work as a grant champion. These stipends are based on the development of a grant on behalf of RCC. The RCC grants/planning coordinator will normally take responsibility for doing the final edit of each stage outlined below, and will submit the grant application upon completion.

Grant Project: _____

Grant Champion: _____

Date: _____ **Grant Work Completion Date:** _____

Stage 1: $1,200 stipend – Determining the final draft Need, Service Gap(s), and Support for the Project.

- Secure institutional support for the project including work with the grants/planning coordinator to complete the RCC preliminary grant process.
- Review request for proposal, sample proposals, related research information including information about best practices and related projects.
- Gather evidence to support the need for the project (e.g. US Census, socio-economic data, agencies, potential participants).
- Develop a service gap analysis and list of barriers that have inhibited implementation of solutions to date. Analysis of gap(s) and barriers should reflect the purposes and allowable services of the grant funder.
- Develop narrative about your findings that may be used in preparing the grant narrative section of the grant.
- Secure needed partnerships and letters of commitment, as appropriate.
- Other activities germane to the topic.

Anticipated Completion date:_____. Initials of Grant Champion:_____; Associate Dean ____; Grants/Planning Coordinator ____.

Stage 2: $1,200 stipend – Develop the final draft Plan of Operation and Objectives

- Review the request for proposal, sample proposals, related research.
- Review the need section and use to develop the plan of operation.
- Work with internal and external partners to develop a written plan in accordance with the requested criterion in the request for proposal that will, in general, inform the community of the program; identify and select eligible participants; assess participants for services; plan to provide services.
- Develop measurable objectives based on the criteria of the request for proposal, if provided.
- Other activities germane to the topic.

Anticipated completion date:_____. Initials of Grant Champion:_____; Associate Dean ____; Grants/Planning Coordinator _____.

Stage 3: $1,000 stipend – Develop the final draft Personnel Plan, Budget, Evaluation Plan, and/or Dissemination Plan.
- Develop the staffing plan to administer the program and to deliver services.
- Develop the additional budget assumptions and work with the Grants accountant to complete the budget and budget narrative.
- Develop the plan and budget to evaluate the project.
- Develop the dissemination plan, if appropriate.
- Other activities germane to the topic.

Anticipated completion date:_____.
Initials of Grant Champion:_____; Associate Dean ____; Grants/Planning Coordinator ____.

Proposed by: _____Date: _____.

Approved by: _____ Date:_____.

Approved by: _____Date:_____.
            Mary O'Kief, Grants/Planning Coordinator

(Note: this signed form is sent to the RCC Director of Human Resources who will initiate a personnel action form.)