Grant Administration

{ Best practices, lessons learned, and....}
...why?
HCC will be a learner-centered, accessible, life-long learning institution dedicated to student and community success. We will maintain a wide spectrum of college programs and services, with a special emphasis on teaching excellence as measured by verifiable student academic achievement. We are committed to staff success through planning and learning, shared campus governance, the promotion of internal and external partnerships, and making the necessary strategic changes that will assure we successfully address our mission – the purpose, functions, and values of the College.
Grant-Derived Student Funding, AY 2008 - 2011

- Funding Provided
- Students Served

Funding Provided:
- AY 2008: $10,000.00
- AY 2009: $25,000.00
- AY 2010: $50,000.00
- AY 2011: $75,000.00

Students Served:
- AY 2008: 10 students
- AY 2009: 25 students
- AY 2010: 50 students
- AY 2011: 75 students
Grant-Derived Instructional Equipment Funding

<table>
<thead>
<tr>
<th>Equipment</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$188,476</td>
<td>$921,200</td>
<td>$607,264</td>
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</table>
Grant-Derived Indirect Costs

<table>
<thead>
<tr>
<th>Year</th>
<th>Indirect Costs</th>
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<tbody>
<tr>
<td>FY09</td>
<td>$13,129</td>
</tr>
<tr>
<td>FY10</td>
<td>$82,616</td>
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<tr>
<td>FY11</td>
<td>$136,106</td>
</tr>
<tr>
<td>FY12</td>
<td>$224,190</td>
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</table>
Benefits Summary
Advice from an HCC Grant Manager

- Always be mindful of the purpose of the grant and the goals that you are expected to accomplish.
- Put processes in place to accomplish the goals.
- Also, be aware of the grant goals as they relate to expenditures. (Do these expenditures relate to the goals of the grant?).
- Keeping in mind the above, the yearly report will be easier to write as you outline your accomplishments related to the main purpose/goals of the grant.
THE BIG PICTURE: KNOWING A GRANT’S SPECIFIC PURPOSE
Close reading is crucial.
UNDERSTAND WHY

- What is the overall purpose of this grant (RFP, proposal)?
- What are grant goals and objectives?
- What targets did we say we would reach?
UNDERSTAND HOW & WHEN

• What are the activities we said we would do?
• What is the timetable we said we would follow?
• What deliverables did we say we would produce?
• What data does our funder expect us to track and how will it be reported?
Advice from an HCC Grant Manager

• I would recommend that, at the onset of the grant, the manager review the grant to be clear on timelines and due dates and put all report due dates on their calendar.

• Make sure you understand the format for all reports – some grants have forms that need to be completed, others are more open ended and you can send a word document and/or spreadsheets. Having all the forms and documents up front will relieve some stress when the reports are due.

• Clarify up front anything that seems vague – I have made the mistake of waiting and then something that I had misinterpreted comes up and it is something we were supposed to be doing all along – that makes for some real problems.
Won’t my project officer help?
Yes, but...
...talking with them is both information-sharing AND public relations.
Sometimes, too, THEIR INTERPRETATIONS MAY VARY.
Close reading is STILL essential.
Pyramid of Grant Requirements

Program Statutes & Appropriations
OMB Circulars

Public Policy Requirements (lobbying restrictions, Drug Free Workplace, etc.)

Agency Program & Administrative Regulations
Grant Agreements, Terms & Conditions (Statement of Work, Grant Award Award Documents)
UPWARD BOUND PROGRAM

Legislation, Regulations, and Guidance

LEGISLATION

- Higher Education Act of 1965, as amended; Title IV, Part A, Subpart 2, Chapter 1, Sec. 402C
- 20 U.S.C. 1070a-13 [MS Word (217K) | PDF (188K)]

REGULATIONS

- Official Final Regulations Amending TRIO Regulations, as published in the Federal Register on October 26, 2010. These final regulations amend the Upward Bound program regulations. [PDF]
- Title 34 Code of Federal Regulations, Part 645
- Education Department General Administrative Regulations in 34 CFR parts 74, 75, 77, 79, 80, 81, 82, 84, 85, 86, 97, 98, and 99

GUIDANCE

- Office of Management and Budget (OMB) - Grants Management Circulars

TRIO Home
Admissions fees, transportation, Upward Bound T-shirts, and other costs necessary to participate in field trips, attend educational activities, visit museums, and attend other events that have as their purpose the intellectual, social, and cultural development of participants.

From OMB Circular A-21

Unallowable advertising and public relations costs include the following:

(1) All advertising and public relations costs other than as specified in subsections 1.c, 1.d and 1.e.

(2) Costs of meetings, conventions, convocations, or other events related to other activities of the institution, including:

(a) Costs of displays, demonstrations, and exhibits;

(b) Costs of meeting rooms, hospitality suites, and other special facilities used in conjunction with shows and other special events; and

(c) Salaries and wages of employees engaged in setting up and displaying exhibits, making demonstrations, and providing briefings;

(3) Costs of promotional items and memorabilia, including models, gifts, and souvenirs;
What other rules apply?
Is [what we want to do] REASONABLE?
$75 PER SHIRT?

MADE IN THE USA
A cost is reasonable if, in its nature or amount, does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs.
Is [what we want to do] ALLOWABLE?
Pyramid of Grant Requirements

- Program Statutes & Appropriations
- OMB Circulars
- Public Policy Requirements (lobbying restrictions, Drug Free Workplace, etc.)
- Agency Program & Administrative Regulations
  - Grant Agreements, Terms & Conditions (Statement of Work, Grant Award Documents)
In order to be ALLOWABLE, costs must

• Be reasonable and allocable
• Conform to any limitations or exclusions set forth in the cost principles or the award
• Be consistent with policies and procedures afforded all activities of the organization
• Be accorded consistent treatment
• Not already be included in a cost sharing or matching requirement
• Be adequately documented
Is [what we want to do] ALLOCABLE?
Allocable:

Costs are incurred solely to support or advance the work of a specific sponsored grant award (and only during the sponsor-approved project period).
OMB Circular A-21 allows that

"if a cost benefits two or more projects or activities in proportions that can be determined without undue effort or cost, the costs should be allocated to the projects based on the proportional benefit. If a cost benefits two or more projects or activities in proportions that cannot be determined because of the interrelationship of the work involved, then, notwithstanding subsection b, the costs may be allocated or transferred to benefited projects on any reasonable basis . ." OMB A-21, Section C. 4. d. (3)
Advice from an HCC Grant Manager

• Opening lines of communication with the grant source early on is really helpful. Often, someone from the grant source is assigned to the project and good, regular communication with them helps things to run more smoothly.
• Don’t wait to start on reports. The earlier you begin gathering your statistics for upcoming reports, the more likely you can find the issues and address them prior to the due date for the reports.
• Be honest! Sometimes things are not going as well as planned. There are positive ways to say this but it is important that you make the grant source aware of this early on. Some grant sources will work with you – others won’t. The sooner you know this the better.
GRANT REPORTING

• It’s part information-sharing, part public relations.

• If you discuss a problem, discuss possible solutions, too. Don’t just say, “This is a problem.”

• In general, funders expect us to meet our goals no matter what, or, at the very least, to be able to document that we have made creative, intensive attempts to do so.
Evaluation:
The Reflective Practitioner
- What do you need to know?
- What is required by the community?
- What is required by the funding source?
Meaningful learning occurs through self-examination of assumptions, patterns of interactions, and the operating premises of action.

Community colleges enroll just under half of all credit-earning undergraduates, a disproportionate share of whom are low-income.

Defending the Community College Equity Agenda, edited by Dr. Thomas Bailey and Dr. Vanessa Smith Morest of the Community College Research Center (CCRC)
Grant evaluation gives us an opportunity to add documented results and information about best practices to the disproportionately (compared to student enrollment) small amount of research done about education at community colleges.
• What do I do?
• How do I do it?
• What does this mean for both myself as a professional and those whom I serve?
Evaluation Processes

- Determine what questions to ask.
- Determine what data to gather and how.
- Gather data and examine it in light of questions.
- Use results to guide future practice.
Sustainability
If you continue this project in the future, how will it be supported? Most funders don't want to support the same set of projects forever.

Many funders see their niche as funding innovation: supporting new approaches to old problems or finding solutions to new problems. What the funder really wants to see is that you have a long-term vision and funding plan for the project, that the project is "sustainable," especially if it is a new activity. If you don't have such a plan, start thinking about it -- if not for your funders then for the success of your project or organization.

--Minnesota Council on Foundations
Sustainability

- Grants are about innovation.
- Expect some adjustments along the way.
- Some project elements should be sustained, and others may not be sustained.
- Evaluation results can help determine this, as well as promises made to funders.
Advice from an HCC Grant Manager

- Keep things as simple as possible.
- Communicate.
- Communicate.
- Communicate.