GRANT DEVELOPMENT HANDBOOK

PCC

PASADENA CITY COLLEGE
Office of Institutional Effectiveness
January 2017

Introduction

At Pasadena City College, our mission is to encourage, support, and facilitate student learning and success. To help accomplish that goal, our Strategic Plan calls for identifying revenue sources beyond state funding. Grants can be a critical resource for PCC, but not all projects are suitable for grant funding and not all grants are designed for community colleges.

GRANTS CAN:
♦ Fund both small and large projects
♦ Fund projects that are beyond the scope of one division or program
♦ Support campus-wide innovation in instruction or student services
♦ Augment services for specific student populations
♦ Pilot new strategies or programs that may be institutionalized at the end of the grant
♦ Purchase specialized equipment to update labs and classrooms

GRANTS CANNOT:
♦ Support regular activities of the college
♦ Pay the college's operating expenses
♦ Pay salaries other than those associated with grant activities
♦ Provide a permanent funding source for a project or program
♦ Support costs associated with preparing grant applications
♦ Purchase equipment or materials that are part of regular course requirements

This handbook has been designed to guide you through the process of developing grant proposals at PCC. Knowing what to look for in a potential grant project, how to match a project idea with the right grant opportunity, how to obtain approval to develop the proposal, how to write a competitive proposal, and what resources are available to support the application, will enhance your chances for a successful result.

Types of Grants

Government grants (federal, state, and local) specify the characteristics of projects they want to fund. They may require particular objectives, activities, strategies, target populations, or a minimum number of students to be served. Many offer multi-year awards, and applications usually are accepted at the end of the funding cycle. Awards may range from $100,000 to more than $1 million annually. Most competitions allow 30-45 days from release of the Request for Applications (RFA) until the submission deadline. Applicants for federal opportunities can expect to wait from six to nine months after submission before awards are announced, while review of State-funded grants may be completed and awards announced in one to three months.

Grants from private sources, such as charitable and community foundations or corporate giving programs, generally describe funding priorities broadly, giving applicants more freedom to define a proposed project. Most grants are for one year only and most awards are less than $25,000. Some funders hold annual competitions, while others accept proposals year-round. Awards are usually announced within six months from the date of submission.

The Grants Office

The Grants Office is your campus resource for developing grant applications to external funding sources, including both public agencies and private sources. All external grant applications are submitted by the Grants Office. Applications to public sources require prior approval by the College's Executive Committee based upon alignment with PCC's mission and Strategic Plan. The Grants Office reviews all potential applications to private sources with the PCC Foundation before developing a proposal.

Located in the Office of Institutional Effectiveness, the Grants Office provides the following services to support proposal development:

♦ Help identify potential funding sources for your proposal
♦ Point of contact with grantor and project partners during the application process
♦ Point of contact with applicant institution for proposals where we are partner
♦ Edit the proposal narrative based upon content provided by you
♦ Draft letters of commitment/support for PCC administrators and project partners
♦ Help develop a project budget that meets the grantor's definition of allowable costs
♦ Complete all forms in the application package
♦ Ensure that the application package contains all required documents/attachments
♦ Submit the proposal in a timely manner in advance of the application deadline
♦ Prepare a Consent Item requesting that the Board of Trustees accept the grant award
♦ Obtain and review reader comments when an application is not selected for funding
♦ Conduct workshops, and provide individual support, on proposal development and grant writing

The Office of Institutional Effectiveness

The Office of Institutional Effectiveness (OIE) can support development of grant proposals through its expertise in data collection and analysis, as well as program review. If a grant requires PCC data, such as demographics or student outcomes, you can submit a request to the OIE, as long as it is well in advance of the grant submission deadline. When a grant requires data tracking and evaluation, contact the OIE for guidance in developing your evaluation plan.

Proposal Development Process

All public grants are contracts between the District and the government agency funding the grant program, and all private grants require approval of, and are managed by, the PCC Foundation. In each case, the appropriate parties must be informed about a grant application both before and during its development. To ensure that this requirement is met, the process includes the following steps:

STEP 1: Evaluate whether a project idea is a good candidate for grant funding
- Is the proposed project consistent with the college's Mission and Strategic Plan?
- Is the proposed project consistent with the priorities of your Division/Department?
- Has the responsible Dean/administrator approved development of an application?
- Will college resources (space, equipment) be needed if the application is successful?
- Is there sufficient evidence/data to demonstrate a need for the project?
- Is the project scalable?
- Is there a strong, committed team ready to collaborate on proposal development?

STEP 2: Check if a potential funding source matches PCC priorities and the project idea
- Are higher education institutions eligible to apply for this grant opportunity?
- Are previous projects that have received awards under this grant opportunity comparable in scope and purpose to the proposed project?
- Are funding amounts sufficient to perform the proposed project?
- Will the number of awards ensure a reasonable probability of success?
- Does the grant require sustainability? If so, is there a plan or potential to institutionalize the project when grant funding ends?
- Does the grant require matching funds? If so, it is unlikely that the college will approve an application to this source.
- Does the grant require partnerships? If so, are relationships in place that could be leveraged to meet this requirement?
- Is there adequate time to write a quality proposal before the deadline?

STEP 3: Contact the Grants Office to initiate review of the proposed application.
If you have a particular grant in mind, contact the Grants Office **at least 30 days prior** to the application deadline. If you have not identified a funding source, the Grants Office may recommend appropriate choices or help you search. Once the initial review of a government grant has been completed, you will be asked to prepare a Grant Opportunity Summary for Executive Committee to include details of the grant (source, due date, number of awards, maximum award amount, matching funds if required, indirect cost rate if allowed, purpose, and competitive priorities) and the project (concept, alignment with the EMP, preliminary budget). The Grant Opportunity Summary form will be provided by the Grants Office.

STEP 4: Work with the Grants Office to prepare all required parts of the application.

The Grants Office will assist with writing, editing, and preparation of the application package. However, ultimate responsibility for providing all required content rests with the proposer. If deadlines are not met, or the minimum content has not been provided, the Grants Office may determine that a proposal is not suitable for submission. **Only those applications that are complete and competitive will be submitted.**

STEP 5: The Grants Office assembles, reviews, and submits the final application.

The Proposal

Certain components are common to most grant applications. You should plan on providing a narrative on each of them in your proposal.

Need for the Project (or Problem Statement) identifies the target populations the project will serve and describes their unmet needs using recent statistical data. This section is the foundation for the proposal and should provide sufficient detail to make a convincing argument that a need exists and is consistent with the funder's priorities.

Goals and Objectives articulate your proposed solutions to the problems described in the Need section. Project goals are broad statements of purpose, and should be consistent with the funder's priorities. Your objectives should be specific and measurable, and should be realistic when compared to the baseline data presented in the Need section.

Plan of Operation, Management Plan, or Work Plan describes the project activities that support each objective. Timelines should be included, along with project staff who will be responsible for each activity. You should describe how the project will be organized and managed, including record-keeping procedures and fiscal management. Where applicable, you may describe how activities were chosen, and why they represent proven best practices to accomplish the goal.

Evaluation Plan is commonly requested for projects of all sizes. Funders want grantees to monitor project activity regularly and adjust the plan if selected strategies are not working. Your plan should delineate the types of data to be collected, when it will be collected, the instruments or methods used to collect data, and how the data will be used. Data may be quantitative (measurable), such as a percentage increase in a particular outcome, or qualitative, such as results of a survey of participants to assess their satisfaction with services they have received. Your plan should include both formative evaluation conducted throughout the project and summative evaluation

4

reporting outcomes when the project has been completed. Large government grants may require an outside evaluator paid with a portion of the grant dollars.

Budget Narrative documents each line item in your grant budget. The funder wants applicants to demonstrate that costs are both reasonable and sufficient to accomplish the project objectives. Rough estimates will not be accepted. Be prepared to show how expenses were calculated. The Grants Office will assist with special calculations such as fringe benefits and indirect costs.

Sustainability or Institutionalization is becoming a requisite feature of successful grant proposals. Most funding agencies view their grants as seed money to develop a project and they expect some aspect or aspects of the project to continue beyond the grant period. This is all the more reason to pursue grant projects that align with the Mission and Strategic Plan and are focused on revising curriculum or student services in a manner that can be continued in post-grant years.

Dissemination Plan or Project Impact addresses the funder's preference for projects that can be replicated at other institutions using tested best practices. If your project serves 200 students but has the potential to impact thousands more on other campuses, the funder has received a tangible return on their investment. You need to provide a specific plan to collaborate with other institutions during the project or to inform those institutions about the methods and practices you developed to promote student success.

Abstract or Summary is a clear and concise review of the grant request. Usually limited to one page, it may include a statement of the need and the project purpose, the number of persons to be served, and a list of project objectives and proposed activities. While the Abstract is often positioned at the beginning of the application package, it will be one of the last sections you will write.

Writing a Competitive Proposal

Successful grant proposals require preparation and attention to detail. Government grants generally specify acceptable formatting (fonts, margins, line spacing) and almost every competition from public or private sources sets a limit on the number of pages in the narrative. Proposals that are not formatted correctly, or that exceed the page limit, will be disqualified. Beyond these basic requirements, competitive proposals will incorporate the following strategies:

- ◆ Make it easy for the reader. Write in the third person and the active voice. Be clear and concise and avoid lengthy sentences and paragraphs.
- ◆ Follow the application instructions exactly. Use the language and proposal structure laid out in the instructions. If the funder requests a narrative that

addresses points A through G, organize your proposal starting with your response to A and proceeding through your response to G.

♦ Add visual interest such as bullet points, boldface, or tables. Visuals can summarize points discussed in text and help the reader distinguish between key points and those of lesser significance.

♦ Avoid jargon or any other references that might be unknown to the reader, and do not include acronyms that are not explained.

♦ Don't wait until the last minute to complete your assigned tasks. Meet all deadlines set by the Grants Office so that they can submit the application package at least one day ahead of the deadline. Most submissions are electronic and technical difficulties could jeopardize a last-minute submission.

Finding Funding Opportunities

Below are sites that will help you find grants from both government and private funding sources. Some may list only those grants that are currently accepting applications, while others provide forecasts of future opportunities.

FEDERAL

Catalog of Federal Domestic Assistance (CFDA)
The CFDA is a compendium of all federal programs, projects, and grants.

Federal Register
Federal grant opportunities are formally announced by publishing a Notice Inviting Applications in the Federal Register. You can search the daily publication by name of the granting agency.

Grants.gov
Application packages and instructions for federal grant opportunities are posted on Grants.gov after the Federal Register notice has been published. Most allow between 30 and 45 days from the posting date to the submission deadline. Click on Find Grant Opportunities to learn which federal grants are currently available. **All PCC application packages will be completed by the Grants Office.**

National Endowment for the Humanities (NEH)
The NEH offers grants that support enhancement of the humanities content of existing academic programs or development of new programs in humanities disciplines.

National Science Foundation (NSF)
The NSF offers grant programs that support education in Science, Technology, Engineering and Mathematics (STEM). Most are offered annually.

U.S. Department of Education (DOE)
The Department of Education offers funding for projects serving students in both secondary and postsecondary programs. Click on Programs to begin a search.

U.S. Dept. of Health and Human Services – Health Resources and Services Admin.
The Health Resources and Services Administration (HRSA) offers grants to support Health Professions Training Programs at colleges and universities.

U.S. Department of Labor – Employment and Training Administration (ETA)
ETA grant initiatives support development of new education and career training program strategies or replicating existing evidence-based strategies. Applications require partnerships with local businesses and the workforce investment system.

CALIFORNIA

California Community Colleges Chancellor's Office (CCCCO)
The Chancellor's Office does not post forecasts of grant opportunities, but does post current Requests for Applications once they have been distributed directly to member colleges. Opportunities are posted on the appropriate CCCO Division page, usually Academic Affairs or Workforce and Economic Development.

California Department of Education
Many of the opportunities listed in the Finance & Grants section of this site are the result of legislative mandates approved by the California State Assembly or State Senate. Listings include both Available Funding and Projected Funding.

Foundation for California Community Colleges (FCCC)
This official foundation of the California Community Colleges' Board of Governors and Chancellor's Office seeks/manages funds from private charitable sources to benefit the California Community College system. FCCC initiatives include learning programs for at-risk students, workforce development programs, and health care education solutions.

PRIVATE

The Foundation Center
This resource maintains a comprehensive database of private, corporate, and community foundations and their grant award history. Use the Foundation Finder to obtain basic information on close to 550 foundations in the United States.

Helpful Links

The following sites may help you find data and education-focused scholarly studies to support the hypotheses presented in your proposal narrative.

American Association of Community Colleges
This site is an excellent source of studies and reports on legislative issues and other topics of interest to community colleges.

California Community Colleges Chancellor's Office (CCCCO)
The Chancellor's Office Data Mart provides information about students, courses, student services, outcomes, faculty and staff. Data include a variety of indicators, such as demographics, enrollment status, program participation, financial aid distribution, and Student Success Scorecard measures.

California Department of Education
The Department's Data & Statistics pages offer reports on K-12 education in California by county, school district, or individual school. Reports provide assessment test results, enrollment and graduation data, school performance measures, and demographics, and can be requested for all students or for special populations such as English learners.

Educational Resources Information Center (ERIC)
This resource provided by the U.S. Department of Education contains research studies and information to improve learning, teaching and educational decision making.

U.S. Census Bureau
The Census Bureau reports both national and local data useful in proposal writing. Key topics include demographic information, income data, employment statistics, and educational attainment levels.

U.S. Department of Labor – Bureau of Labor Statistics
The Bureau of Labor Statistics is the principal federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy. The site includes current data on the Consumer Price Index, employment (current and projections), and wages by geographic area and occupation.

Glossary of Grant Terms

ABSTRACT
An overview of a grant project, usually one page in length, required for most government grant applications.

APPROPRIATION
An authorization by a federal, state or local legislature allowing government agencies to incur obligations to spend or lend money during a specific time period (usually a fiscal year) – Congress may appropriate funds only on the basis of an existing authorization.

ASSURANCES
Statements affirming the applicant institution's compliance with equal employment opportunity, Americans with Disabilities Act, lobbying, or other government regulations, required with most federal grant applications.

AUTHORIZATION
Basic legislation that establishes a government program or agency; sometimes sets limits on the amount of funding that can subsequently be appropriated but does not provide money or guarantee that funds will be appropriated in a given fiscal year.

AUTHORIZED SIGNATURE
Signature of the person legally responsible for making agreements on behalf of an organization; must appear on an application (either electronic or hard copy) before it can be considered an official request.

AWARD
Document prescribing the amount of grant funds to be provided to the grantee and restrictions upon the use of those funds; may be a letter, special form, or contract.

AWARD LETTER
Written notification from the funding agency indicating that a project has been selected for funding, and detailing the duration and amount of the grant award.

BUDGET
A financial plan for conducting a project; in grant applications, it represents the cost of performance of the project as set forth in the proposal; most grant budgets require whole dollar amounts only.

BUDGET DETAIL
An itemized list of expenditures that accompanies that accompanies a narrative grant proposal; may also include in-kind and/or matching funds from sources (including the applicant) other than the grantor.

BUDGET JUSTIFICATION (BUDGET NARRATIVE)
A detailed narrative explaining: the rationale for each line item in the grant budget, and how dollar amounts were determined.

CONSORTIUM
A group of organizations or institutions that share responsibility for financial management, administration, and/or activities of a single grant project.

CONSORTIUM GRANT
A grant award to one grantee in support of a project to be conducted under a consortium arrangement with one or more other institutions/organizations.

CONSULTANT
A person with expertise in a particular subject or activity (e.g., program evaluation) who is contracted to provide services to the grant project.

COVER LETTER
A letter accompanying a grant proposal summarizing the funding request and signed by a high-ranking official of the applicant organization/institution.

COST SHARING
A financial contribution required for certain grant programs; a form of matching funds.

DEADLINE (DUE DATE)
A date specified by the funding source as the last date when proposals will be accepted for review; may be either a date when applications must be received by the grantor or the latest date when a mailed application may be post marked.

DIRECT COSTS
Project-related expenses that can be itemized and paid directly out of a grant budget; examples of direct costs include salaries and wages, fringe benefits, supplies, project-related travel, equipment, printing and duplicating.

EFFECTIVE DATE (START DATE)
The date (set by the funding source) when the grant project officially begins; allowable project costs may not be charged to the grant before this date.

EMPLOYEE BENEFITS (FRINGE BENEFITS)
Direct expenditures (in addition to salary) by an organization on behalf of its employees for such purposes as disability insurance, unemployment compensation, workers' compensation, Social Security, life and health insurance, and retirement; fringe benefits are usually calculated as a percentage of salary.

EVALUATION PLAN
A quantitative and/or qualitative assessment of a grant project, comparing project objectives and project outcomes; may include both formative (periodically throughout the project period) and summative (upon completion of the project) evaluation.

EXPIRATION DATE (END DATE)
The last date of activity for a grant project; no charges may be made to the grant after this date.

FACE PAGE (COVER SHEET)
The first page of a grant application; may be a standard electronic form included in the grantor's application package; identifies the project title, grantor agency to which proposal is being submitted, contact information for applicant organization and project director, proposed project duration, total dollars requested, along with name, title and signature (electronic or live) of individual authorized to sign proposal submission.

FISCAL AGENT
The organization responsible for financial administration of grant funds; in a consortium grant, the applicant organization is usually the fiscal agent and contracts with other consortium members define how and when they will receive their portion of grant funds from the fiscal agent.

FISCAL YEAR (FY)
A 12-month period for which funds are appropriated and during which expenditures must be made; the federal fiscal year runs from October 1 to September 30 and is designated by the calendar year in which it ends; the fiscal year for PCC, as well as state and local governments, runs from July 1 to June 30; many corporations use the calendar year as their fiscal year.

FOUNDATION
A non-profit organization established to disburse funds for philanthropic purposes; may be privately endowed, funded by a company, or set up in a particular community or region to serve that area's charitable interests.

GOALS
General statements of a grant proposal's anticipated project outcomes; usually more global in scope than objectives and not expected to be measurable; should be supported by well-stated, specific, measurable objectives.

GRANTEE
Any legal entity that receives grant funding and assumes financial responsibility for executing the grant project, as well as accountability for managing the grant budget, supervising grant-supported activities, and submitting progress reports and final reports as required by the funder.

GRANTOR
Any funding source that has agreed to provide financial support in the form of a grant.

GRANT PERIOD
The period of time allotted for grant-related activities, beginning on the effective date (start date) and concluding on the expiration date (end date); grantee may charge allowable costs to the grant during the grant period, not before or after this timeframe.

GUIDELINES
Directions provided by the funding source detailing how to prepare and submit a grant proposal according to any regulations governing the funder and including any priorities specific to the current grant competition.

IN-KIND CONTRIBUTION
A service or tangible item donated in lieu of dollars to support the operation of a grant-funded project; given by the grantee or a third party; examples include a percentage of an administrator's time, donated equipment or space, and a guest speaker's time.

INDIRECT COSTS (OVERHEAD)
Expenses indirectly associated with managing the grant project; examples include administrative expenses, utilities, maintenance, and facilities; indirect costs are usually expressed as a percentage of total direct costs of the project.

LETTER OF INTENT (LOI)
A letter (usually no more than two pages in length) describing a proposed project and including a budget estimate and background information on the applicant; usually solicited by private funders to screen out ineligible projects or projects not consistent with their grant-making priorities; applicants whose LOIs are deemed eligible are then invited to submit a full proposal.

MATCHING FUNDS
Cash or in-kind support contributed by the applicant to augment grant funds in order to attain project objectives; most grant programs do not require matching funds.

OBJECTIVES
Statements of specific and measurable anticipated outcomes of a grant project; should identify clearly the expected results of project activities; project evaluation should be focused on attainment of objectives.

PLANNING GRANT
A grant award made in support of the planning stage of a future grant project.

PRE-APPLICATION
A prospectus following a prescribed format developed by a funding source as a method of screening proposals prior to soliciting full proposals.

PRELIMINARY PROPOSAL
A proposal containing only the information that is essential to convey a project idea to be proposed more formally at a later date; used by some funders as a first step in the application process; will have its own submission guidelines.

PRIORITIES
Objectives and areas of emphasis developed as part of a funder's annual program plan for a particular grant program; funder's intent is to award grants to projects that most closely match those priorities; priorities for federal grant programs are published within a Notice Inviting Applications published in the *Federal Register*; may include both Competitive Preference Priorities (which earn the applicant additional points) or Invitational Priorities (which do not earn points but encourage certain project types).

PROGRAM OFFICER
A representative of a federal or state agency, or charitable foundation, who is responsible for monitoring grant projects supported by that funder, providing technical assistance to project staff, and insuring that project objectives are carried out within the framework of any regulations governing their grant program; program officers may be sources of pre-application advice, or may provide guidance to improve and resubmit a proposal that was not selected for funding.

PROJECT DIRECTOR (PRINCIPAL INVESTIGATOR)
The person responsible for directing and managing the project for the grantee; the term Principal Investigator is used on some research-based grant programs such as those provided by the National Science Foundation.

PROPOSAL
A written document submitted to a funding source requesting financial support to undertake a project.

REQUEST FOR PROPOSALS (RFP)
An announcement by a funding source indicating that grant awards are available for a specific funding initiative or program, and describing in detail the required components of an application; also known as a Request for Applications (RFA) or Solicitation for Grant Applications (SGA).

SITE VISIT
A final step in funder review of some grant applications; funder sends a team of evaluators to examine the proposed project facilities at the applicant's location and review the proposed grant project plan and objectives with applicant's key personnel.