

Office of External Relations Grant Action Plan

I. PREFACE

The Office of External Relations has been tasked to oversee external grants and contracts for Glenville State College and the Glenville State College Research Corporation as of September 1, 2011. This manual has been prepared to assist faculty and staff in the preparation and submission of grant proposals, administration of grant awards, compliance with federal and state regulations and compliance with Glenville State College (GSC) policy.

The Glenville State College Research Corporation serves as the fiscal and administrative agent for sponsored programs and other projects performed by Glenville State College. A 501(c)(3) not-for-profit corporation chartered under the laws of the State of West Virginia, the corporation has the authority to enter into agreements with external funding agencies on behalf of Glenville State College, and provides a complete range of administrative and fiscal services in support of funded projects.

Glenville State College provides a tradition of high quality education through innovation in the design, delivery, and evaluation of programs and services, workforce development, and comprehensive student services; a community of active learners dedicated to lifelong learning, effective teaching, applied scholarship, creative activities, and service; leadership that promotes excellence in learning, teaching, cultural vitality, and economic development in a global community. The college reaches out to the broader community through the Office of External Relations whose mission is to grow Glenville State College through creative marketing, public relations, alumni, legislative contact, business support, fund-raising, grant management, and off-campus programming.

All sponsors require that funds provided to GSC be used appropriately for the benefit of research and other sponsored activities. The federal government provides detailed regulations in the Office of Management and Budget Circulars A-21 and A-110. This action plan provides an overview and guide to applicable federal regulations and college financial policies in all areas of sponsored programs, grants, and contracts.

This action plan is maintained by the Office of External Relations. If you have any questions or suggestions regarding the content, please contact James W. Spears, Senior Vice President for External Relations at 304-462-6387 or James.Spears@glenville.edu

II. INTRODUCTION

The Office of External Relations and Research Corporation assist the faculty and staff in the development of proposals to support research, public service, training, and equipment acquisition as well as institutional and departmental activities. External Relations and Research Corporation personnel educate the college community in the grant process; support the research and grant proposal mission of faculty; mediate the grant process; assist faculty in searching for appropriate requests for proposals and the submission process; assist with proper administration for the sponsor and the college; and assist with internal and external compliance requirements, including financial accounting and reports.

1. Sponsored Programs Defined:

Sponsored programs are defined as those activities, sponsored whole or in part, by sources external to the College for which there is an expectation (implied or specifically stated) on the part of the sponsor for performance, deliverable(s) or outcome(s). Sponsored programs are generally conducted by faculty, but may be conducted by staff or members of the College administration. Sponsored programs are awarded through various mechanisms - grants, contracts, cooperative agreements, and/or other legally binding means of transfer. Sponsored program activities may support instruction, research and/or public service activities.

They are identifiable by any of the following characteristics:

- An investigator-initiated project that specifies proposals for research, training, or public service activities to an outside entity;
- Inclusion or allowance of Indirect Costs/Facilities and Administrative (F&A) Costs;
- Percentage of faculty time on project (may or may not be compensated by the sponsor);
- Expectation (implied or specifically stated) of performance, deliverable or outcome by the sponsor;
- Defined time period for the work to be conducted;
- Progress, technical, final reports or other deliverables are required;
- Project involves disposition of property, whether tangible or intangible, that may result from the project (e.g., equipment, records, inventions, copyrights, or rights in data);
- Statement or expectation of a “quid pro quo” relationship between the College and the sponsor;
- Proposed project binds the College to a specific description of the activity/work to be conducted sometimes known as a *Scope of Work*;
- A Line Item budget is involved;
- A financial report is required, invoices are required for cost reimbursement, and the budget/performance is subject to audit;
- All government funds, exclusive of financial aid;
- All corporate research contracts, subcontracts or agreements; and
- Definition of how the funds may be spent and what conditions may apply to residual funds.

Examples of Sponsored Agreements:

Grants - A type of financial assistance awarded to an organization for the conduct of research or other program as specified in an approved proposal. The proposal typically defines a scope of work or performance. The sponsor makes an award, which may be based upon a competitive review, and establishes terms and conditions for performance. These terms may be generally stated, as in many federal awards, or may specifically describe allowable and unallowable activities or costs. Unless prohibited by sponsor regulations, performance under grant awards may be modified to adjust to project conditions. Such modifications may be approved internally by the College or may require sponsor authorization. Grants may be awarded through simple contractual agreements, letters of authorization, payments of fees, or other similar mechanism. Their defining feature is that they are governed by specific rules or regulations pre-established by the sponsor, and that they provide for some flexibility in the conduct of the activity.

Matching Grants- Some sponsors require the applicant to demonstrate commitment to the proposed activity by providing funds in support of the overall project costs. Matching funds may be derived from institutional resources, either in-kind (donated space, equipment use, etc.) or investigator (faculty submitting the proposal who will do the work if funded) will include matching or cost sharing to enhance chances of being funded, even if the sponsor does not require matching. All proposals that include a cost-sharing component must be approved by the President of Glenville State College. Cost-sharing is a major issue in federal awards. The federal government has issued specific guidance on matching funds and the responsibilities of recipients in accounting for these

funds. Failure to comply may result in loss of revenue associated with the specifically funded project, or in sanctions against the institution. The following are the three types of cost-sharing:

Mandatory – Required by the sponsor and specifically referenced in the proposal, budget or other submitted document.

Voluntary Committed – Committed by the institution in the proposal, budget or other submitted document to enhance possibility of funding, but NOT required by the sponsor. Note: if a proposal is submitted with voluntary cost-sharing, and is subsequently awarded, the status of the cost-sharing converts to Mandatory.

Voluntary Uncommitted: after the award is received, the College/Principal Investigator provides more cost sharing than is promised or required. Example, a PI spends more time on the project than originally projected. Must be tracked and verified, but IS NOT entered into the institution's cost-sharing system.

Cooperative Agreements - An award similar to a grant, but in which the sponsor's staff may be actively involved in proposal preparation, and anticipates having substantial involvement in research activities once the award has been made.

Clinical Trials - Agreements that provide for the testing of a drug or device on a human subject.

2. Overview of the Office of External Relations duties:

The Office of Grants and Contracts Administration is responsible for the final review of all proposals to make certain they conform to the current policies of Glenville State College and all federal and state regulations before they are signed by a signatory officer and submitted to the proposed sponsor. No proposal is considered official without such a signature and Glenville State College or the Research Corporation may, at its discretion, refuse any awards made for proposals that do not follow this submission procedure. In such a case the faculty or staff member may be held personally liable for any financial obligations made on behalf of the Research Corporation and/or Glenville State College. Official and binding pre-award and post-award negotiations with sponsors must also be performed through the Office of External Relations.

Upon receipt of an award from a funding agency, the Office of External Relations will initiate the internal paperwork to establish a Research Corporation/Glenville State College account and work jointly with the Principal investigator (PI), Office of Business and Finance, and the sponsor to complete the project in conformance with all contractual terms and agreements. The Office of External Relations monitors the project until its completion and the submission of final technical and fiscal reports.

The Proposal and Award Process
Office of External Relations

- Receives Initial Grant Request Form – checks for conflict and duplicative efforts, creates tracking file for grant;
- Facilitates grant application, grant funding, completion of Authorization to Submit and budget development as requested;
- Receives approved proposal with budget and Authorization to Submit Form;
- Reviews proposal for institutional and external compliance;
- Returns proposal to Principal Investigator or Grant Manager for submission to sponsor or files on grants.gov;
- Assists in Negotiating awards;
- Notifies the Principal Investigator or Grant Manager of award receipt;
- Issues sub-awards (as necessary);
- Submits and approves all changes;
- Verifies final reports and financial accounting have been submitted; and
- Closes out award

Hard copy (paper) and electronic submissions should be delivered to the Office of External Relations for review and approval a minimum of five (5) business days before the proposal is due to the Sponsor.

III. WHO MAY SUBMIT A PROPOSAL?

The Principal Investigator (PI)/ Grant Manager (GM) must be an employee (faculty or staff) of Glenville State College or the Glenville State College Research Corporation. Students are not typically PIs. However, approval is granted on a case-by-case basis when students or other non-employees are interested in becoming a PI or GM on any given project. Personnel from the Office of External Relations will fill the role of PI for all grants originating at the college-wide level. Personnel initiating department-specific grants will fill the role of PI within each department.

IV. RESPONSIBILITIES

Principal Investigator (PI): The PI is responsible for the coordination and preparation, management, and technical reporting of all proposal and submission materials. Although the institution signs sponsored agreements and is legally responsible to the sponsor, it is the PI that is responsible for the proper fiscal management and conduct of the project. The PI is also responsible for compliance with all terms and conditions of a sponsored agreement, for efficiently and effectively managing project funds within approved budgets, and for completing the project in a diligent and professional manner.

Department Chair/Dean: Projects are conducted as a department or college function. The Department Chair and/or Dean acknowledge their approval and the use of College personnel, facilities, and students by their signatures on the GSC Authorization to Submit Form. If a project is over expended or if expenditures are disallowed, the department or college is expected to cover this cost.

III. THE PROPOSAL

A Proposal is any written request for financial or other support for a project made to a prospective sponsor. A proposal will be accepted or rejected primarily on its substantive merit; however, the manner in which it is presented can significantly affect the outcome. Although the most important part of a good proposal is a

great idea, a good proposal with a great idea, poorly written and presented, can be rejected or overlooked in the proposal review process. In contrast, a well written and presented proposal cannot turn a poorly created project into a great idea. The objectives of the potential sponsor are usually set out in written or verbal instructions. It is essential to always follow whatever instructions the sponsoring agency provides.

Office of External Relations is available to help review draft proposals for organization and content, however, a detailed peer review by colleagues in your own discipline will greatly increase the probability of funding.

No individual may accept money on behalf of the Research Corporation or Glenville State College or make commitments on behalf of the Research Corporation or Glenville State College without proper authorization from the Senior Vice President of the Office of External Relations, Glenville State College President or other college officials designated by the President.

College and state purchasing and procurement regulations must be used when spending grant funds - you must obtain APPROVED purchase requisitions, travel authorizations etc., PRIOR to the expenditure of funds.

IV. PROPOSAL DEVELOPMENT (PRE-AWARD)

A. Idea Generation and Development

The proposal process begins with an idea for a project that cannot be started without securing funds from outside the College. After the idea has been generated, discuss your goals and objectives as well as the general effects of the project with your colleagues, Department Chair, Dean and other institutional officials in order to insure institutional cooperation and coordination. The Office of External Relations has prepared several forms that are necessary to document these contacts and approvals. Before discussing your ideas or seeking institutional approvals, it is usually a good idea to develop your ideas as a Concept Paper.

The Concept Paper is an outline of your project. A complete Concept Paper should always contain a(n):

- Statement of the problem;
- Statement of the objectives of the proposed project;
- Description of the methodology to be used and the roles of the project staff;
- Summary highlighting the benefits of the proposed project and qualifications of the proposer, other staff identified in the proposal and the institution; and
- Outline of the project's needs and estimated costs.

The Concept Paper then serves as the focal point of your discussions and should be modified as your ideas take shape.

B. Locating Funding Sources

The most common reason that proposals are rejected is because the application does not match the agency requirements. Applications that are received too late (and sometimes too early), that are in the wrong format, or which do not address the objectives of an agency stand no chance of being funded. Therefore, once you have begun the development of your idea, you will need to find a funding source whose objectives match those of your proposed project.

Examples of Funding Sources:

- [Grants.gov](#): An on-line resource to find and apply for federal grants
- [Division of Science and Research](#), WV Higher Education Policy Commission: Offers grant opportunities for scientific research and science education through the West Virginia Experimental Program to Stimulate Competitive Research, the West Virginia Research Challenge Fund and the West Virginia Research Trust Fund
- [Catalog of Federal Domestic Assistance](#): A comprehensive catalog of all federal programs authorized under public law
- [Federal Register](#): Official daily news publication of the federal government. The Federal Register announces upcoming proposal deadlines, often including the complete grant guidelines and application kit, new or changed rules and regulations
- [Federal Business Opportunities](#): Contains announcements of upcoming contracts and requests for proposals as well as listing those selected for awards
- [The Foundation Center](#): The Foundation Center. Listing of all private foundations in US, gives data on geographic and other restrictions
- [Sponsored Program Information Network \(SPIN\)](#): A web database of funding opportunities (federal, non-federal and corporate) designed to assist faculty and administrators in identifying sources of external support
- [The Grant Advisor](#): Must subscribe to this print or web database

C. Selecting the Funding Source

In selecting a funding source, the proposer will need to review the source information to determine which potential sources offer the best funding opportunities. In reviewing the funding literature, the proposer should look for the following information:

- the correct name and address of the potential source
- the areas of interest
- funding priorities and review procedures
- size of grants (both maximum and average)
- restrictions, if any
- cost sharing requirements
- application deadlines and any special conditions for proposal submission
- name of contact person or office
- whether there are guidelines and required forms

Once this information is compiled, the proposer should select agencies using the following criteria:

- Are you and your institution eligible to apply for this program?
- Does the proposal idea match the basic philosophy of the source and its funding priorities?
- Are the proposed costs within the allowed range?
- Are matching or cost sharing funds required? If so, what kind?
- Is funding long- or short-term?
- Are renewals possible?
- Is there a funding cycle? If so, can the deadlines for proper submission be met?
- Is a draft, a pre-proposal or concept paper required?
- May a draft, a pre-proposal or concept paper be submitted for review prior to formal submission of the proposal?

D. Pre-application Contacts

One factor which clearly separates successful from unsuccessful proposals is whether the applicant has consulted with the funding agency, foundation or private source prior to submitting his/her application. Pre-application contacts are not intended to influence the funding agency, foundation or private source to make a favorable decision, but to allow you to best "tailor" your application to meet their requirements. You should know the funding source's preferences before making such contact in case direct contact is discouraged.

When dealing with public agencies you should be able to request a list of previous grantees. Many private foundations will also supply this information. Not only will you be better able to judge the nature and size of previous awards, but you will also have a list of institutions and people who you can contact. Most Project Directors are willing to discuss their projects; some will be willing to share copies of proposals and other types of experiences relevant to the grant writing process.

In addition to a list of previous awardees, you may be able to obtain copies of proposals that were funded. Some agencies provide "model" proposals; others provide copies of actual proposals. Any proposal funded with public funds becomes part of the public domain and you have a right to see it.

Pre-application contacts are usually made by telephone, by letter or by personal visit. TELEPHONE contact is certainly the quickest and is often the best way to confirm whether your project falls within the funding priorities of a particular agency. Telephone calls are also appropriate as follow-ups from written communications or personal visits.

Examples of common written communication:

- a short preliminary proposal giving the Program Title, the name of the submitting organization, a needs statement, objectives, methodology, resources, personnel and budget;
- a letter of intent containing a description of the proposed project, an estimated budget and some information about the applicant; or
- an abstract of the proposed project together with a carefully composed letter of transmittal containing information about the applicant, the institution and budgetary requirements.

Personal visits should always be preceded by either a telephone call and/ or written communications. Always make an appointment and always come prepared with specific questions and/or a planned presentation. Few government or foundation officials have the time to just sit and chat about your ideas.

E. Organizing and Writing the Proposal

Many donor/grant agencies have prescribed formats for proposal preparation, including the required forms for text, biographical data, and budget. Many donor/grant agencies also have page limitations on the body (text) of the proposal. Note: Always follow the agency guidelines for proposal preparation. For agencies which do not have specific guidelines, please refer to [Proposal Components](#).

F. Submission Procedures and Processes

The Office of External Relations requests that a hard copy of all proposals, electronic or otherwise, be submitted in their complete and final form to the Office of External Relations five (5) working days prior to an agency deadline with the GSC Authorization to Submit Request for External Funding completed and signed by all appropriate parties.

Pre-proposals and/or “white papers” are to follow the same submission procedures and processes as all proposals.

All proposals and/or applications for external support should be received by the Office of External Relations five (5) days before they are submitted to a sponsor. The primary reasons for this are:

1. To assist the PI in creating and submitting a proposal that is within sponsor guidelines including: assistance with an appropriate and accurate budget, assistance with format, to ensure that the proposal is complete and that it represents Glenville State College, the Research Corporation and the PI in a positive way.
2. Since the proposal document is submitted and the award is made to the Research Corporation or College, not to the PI, the Office of External Relations has the legal and fiduciary responsibility to ensure that all College, sponsor, state and federal regulations, laws, and policies are met.

Because the actual proposal development process can take days, weeks, and even months, we recommend that the PI contact the Office of External Relations early in the proposal process via the Initial Grant Application Form, for assistance in facilitating the overall process.

For proposals that are either sent to sponsoring agencies without being reviewed and approved by the Office of External Relations, or which have been given to the Office of External Relations with less than five (5) working days to review, the following may occur:

- The Office of External Relations may not complete a thorough review of the application.
- The agency may reject the proposal if it contains incomplete or improper information.
- Grants.gov or other electronic submission systems may automatically reject the application if it is incomplete or contains improper information.
- The Research Corporation and/or Glenville State College reserves the right to withdraw the proposal, if after review, major problems are discovered.
- The Research Corporation and/or Glenville State College has the right not to accept the award if funded.
- The Research Corporation and/or Glenville State College have the right to renegotiate the terms and conditions, budget, resources etc., before accepting the award.

V. BUDGET PREPARATION

1. Developing a Budget

The budget for the project should be directly related to the scope of work that is to be carried out. Every item in the budget should be completely justified as to why it is needed and how it is related to the proposed activities. The item should be easily justified and supported in the body of the grant. The amount that you ask should be reasonable for the scope of work which is outlined. Reasonableness and justification should be the attributes that are readily apparent in your budget presentation.

Items listed in the budget form should have a reference to specific justification items. When giving a specific amount, include the rates or how that figure was arrived at. Lump sum amounts may be subject to cuts or elimination. Do not forget to include such items as fringe benefits and indirect costs, if the latter is allowed by the sponsor. It is always best to discuss your draft budget with the Office of Grants and Contracts Administration before putting it in final form. You may possibly find out how much was awarded in the past for similar projects from the funding agency. This information can be quite helpful in preparing your budget.

Preparation of the budget is the most difficult section of the proposal. Granting agencies review hundreds of proposals and are proficient at comparing levels of funding requested to the project proposed; overestimating or underestimating budgetary needs may lead to proposal rejection.

Grant budgets are designed to accurately reflect the costs of the project.

- **Funding agencies review the grant budget to make sure that the project is feasible given the budget request.** They do not look more favorably on projects that promise "more for less." Instead, funding agencies favor projects that demonstrate that the Principal Investigator has paid careful attention to the time and effort required on the project and is fully aware of how much this time and effort actually costs.
- **Funding agencies recognize that externally-funded projects have other costs that are not easily identifiable within a project. These costs are known as "Facilities and Administrative" (F & A) costs for the institution.** Costs that are incurred by a grantee for common or joint objectives and cannot be identified specifically with a particular project or program. These costs are also known as "indirect costs." For example, if a project coordinator is hired for a grant, Human Resources must spend time and effort processing new hire paperwork. If copies are to be made, if work is to take place in a campus space, costs associated with lighting, maintenance, etc. Rather than account for each of these items individually within a grant budget, most funding agencies allow us to request F & A costs based on a negotiated rate. Requesting F & A costs does *not* impact whether the proposal receives funding or the amount of Direct Costs available for the project.
- **Funding agencies sometimes require a "Cost Share", meaning that the college covers some of the costs for the project.** If funding agencies will not accept requests for F & A rates, they may consider those costs as part of the GSC "Cost Share." It is sometimes helpful to outline GSC contributions, whether or not a Cost Share is required. If a funding agency does not require a cost share, then none should be listed in the budget.

2. Project Expenses

A. Direct Costs

Direct costs are costs which can be directly identified with your project. The federal government also provides definitions of what are allowable and unallowable direct costs in [OMB Circular A-21](#), Cost Principles for Education Institutions, Direct costs include:

Personnel: List each person who will work on the project by name or job type and indicate the amount of time that person will devote to the project. A project may employ current college employees or may hire new employees with the understanding that their employment is for the duration of the grant.

The time College employees devote to the project while under contract to the College can be release time, overload, or a change in employment status. A proposal may also provide for summer employment for nine-month employee(s). When the agency assumes a faculty or staff member's time for work on a project, it is reimbursing the College for a portion of that person's academic year salary. You do not receive any increase in your salary, unless the work on the project is taken on in addition to regular duties as overload. According to federal policies and regulations, no employee can exceed 100% of his established salary on federal money. You can request that your effort on a federal project be carried out above and beyond or in addition to your regular duties - this must be specified in the budget narrative and approved by the program officer. You can also request release time or overload approval from the College for yourself to be used as cost-sharing on a project. All time commitments to a project by a current College employee must be cleared initially with the department chair or Dean.

Fringe Benefits: For each dollar paid as salary or wage to an employee, the College incurs associated costs or fringe benefits. These benefits include F.I.C.A., worker's compensation, unemployment compensation, retirement, and health insurance. If assistance is needed for calculating Fringe Benefits contact the Office of External Relations. An example of how to calculate fringe benefits is as follows:

GSC Individual's project salary \$36,000 per year (25% time commitment)
\$9,000 x fringe rate 30% = \$2,700
Total fringe benefits for the individual = \$2,700

Equipment: List each piece of permanent equipment not already available that is needed to conduct the project. (Most federal government agencies define "permanent equipment" as any unit costing \$500 to \$1,000 or more and having a useful life of two years or more; state agencies define it as property having an acquisition cost of \$1,000 or more and a useful life of one year or more.) Be as specific as possible in your description, including model numbers and types.

Supplies and Materials: Itemize the expendable supplies needed for your project. Basic office supplies are not allowable direct expenses under [OMB Circular A-21](#), unless these expenses are for a "major project."

Travel: Travel costs include travel to collect data, consultant travel, and travel to present research results at professional meetings. Be specific. List costs for transportation and per diem separately and include the number of people. Mileage reimbursement in privately owned automobiles cannot exceed the amount of coach airfare to the same destination. If

you are requesting support to attend a professional meeting, indicate the professional organization involved and the site if known.

Consultants: Consultants should be budgeted only for tasks where on-campus expertise does not exist or is not readily available. Normally, consultants are paid a consulting fee plus travel expenses. Many sponsors do not permit payments to consultants, and some restrict or limit such payments. If in doubt contact the sponsor. Identify the proposed consultant by name, indicate the number of days of work, and provide a vita for the consultant in the proposal. Consultants are not employees. [Internal Revenue Publication 15-A](#) should be used to determine whether or not an independent contractor or employee relationship exists. Note: Consultants should not be listed under personnel, they cannot be College employees, and fringe benefits are not calculated for consultants. If you want to use a College employee in a "consulting role" contact the Office of External Relations.

Subcontracts: If your project involves expenses associated with a cooperative organization or a supplemental agreement, those expenses should be included as a subcontract in the proposed budget. The total subcontract cost should appear as a line item in your proposal budget, and a separate budget breakdown for subcontract costs should follow the proposal budget. In addition to a detailed subcontract budget, a letter signed by the individual authorized to contractually commit the subcontracting organization should be included in the proposal. Subcontract costs should include the subcontracting organization's fringe benefit expenses and indirect cost expenses at the organization's negotiated rate. Indirect costs in a subcontract must be in compliance with the sponsoring agencies guidelines. If the subcontracting organization does not have a negotiated rate, no indirect costs for the organization should be included. For further assistance contact the Office of External Relations.

Other: Other expenses are typically those which do not fit into the established budget categories, such as publication costs. At times consultants and subcontracts are recorded as other expenses.

B. Indirect Costs

According to [OMB Circular A-21](#), Cost Principles for Education Institutions, these indirect costs include building space, utilities, and related College services (i.e., Office of External Relations, Payroll, Purchasing, College police, and custodial support). Indirect costs include items essential to support sponsored programs which cannot be broken down and directly charged to a specific grant or contract. Indirect cost rates are determined annually from actual cost records through a detailed cost accounting procedure and are audited and approved by the federal government.

All proposals submitted on behalf of the College must include indirect costs either as a request from the grantor or as cost-sharing on behalf of the College. While Glenville State College or the Research Corporation may decide to cost-share on these expenses when the sponsor administratively limits indirect cost recovery, it is not subject to adjustment either by the College or by the sponsor. Cost-sharing will only be accepted for projects which directly support the College's mission and priorities. In order to enter into cost-sharing on behalf of the College you must contact the Office of Grants and Contracts Administration.

C. Matching Funds/Cost-sharing

Various agencies require matching funds and/or cost-sharing. Matching funds are normally defined as cash (e.g. a percentage of the cost of a piece of equipment), whereas cost-sharing is usually in the form of contributed time and effort by the project director or other project staff. Some sources of cost-sharing are release time, graduate students, and computer usage. Matching funds may be available for projects which significantly further the College's primary mission. The College can also coordinate matching fund solicitations and contributions on behalf of corporations or foundations if the project is funded.

3. Budget Justification

A budget justification is a narrative explanation of budget items in the proposal. The justification should follow the proposal budget. It is used to "justify" your expenses.

For example:

- Why should *you* serve as the Principal Investigator? Why are you vital to the work of the grant and particularly suited to the project? Note your credentials, qualifications, and experiences.
- How and why are the other grant personnel important? Be sure to note specific qualifications and experiences. If you have not yet identified an individual to fill a particular position, indicate that the individual is to be determined (T.B.D.) and outline the role the person who is hired will play.
- Why are particular supplies needed for the successful completion of the grant?
- Why are travel funds vital to the work of the grant?
- Why is hospitality needed?

Address the following questions when justifying personnel:

- Who are YOU? (credentials, qualifications and role at Glenville State College)
- Why are you vital to the work of the grant?
- What experience/background do you bring to the work of this grant?
- What are your specific roles/responsibilities on the grant?
- What will you be doing?
- How much time and effort will you be devoting to this project?

Your budget justification should be concise and at the same time provide specific, detailed information regarding the qualifications, roles and responsibilities of the personnel and the necessity of budget requests.

[Sample Budget Justification](#)

VI. GRANT AND CONTRACT MANAGEMENT

The Office of External Relations will initiate the internal paperwork to establish a Research Corporation account and work jointly with the principal investigator, Office of Business and Finance, and the sponsor to complete the project in conformance with all contractual terms and agreements. Grants and contracts must be properly administered using sponsor and college rules and guidelines. All sponsors require that funds provided to Glenville State College be used appropriately for the benefit of research and other sponsored activities. The Office of External Relations monitors the project until it is completed and all final technical and fiscal reports are submitted.

Thorough record-keeping, identification and completion of key milestones, and fiscal management are paramount to the appropriate and successful completion of grants and contracts. The Office of External Relations will work jointly with the principal investigator, Office of Business and Finance, and sponsor to assure that appropriate and thorough record-keeping are established and maintained.

VII. METRICS OF PROGRESS

In addition to individual grant and contract record keeping, the Office of External Relations will also compile metrics of progress to measure grant and contract acquisition and success rate of grant proposals. Past grant and contract statistics will be sought to better gauge future milestones and goals with the overall objective to grow grant and contract acquisition and better the management and success-rate.