



GRANTS
DEVELOPMENT
OFFICE

STANDARD OPERATING PROCEDURES



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Grant Life Cycle

PRE-AWARD

POST-AWARD

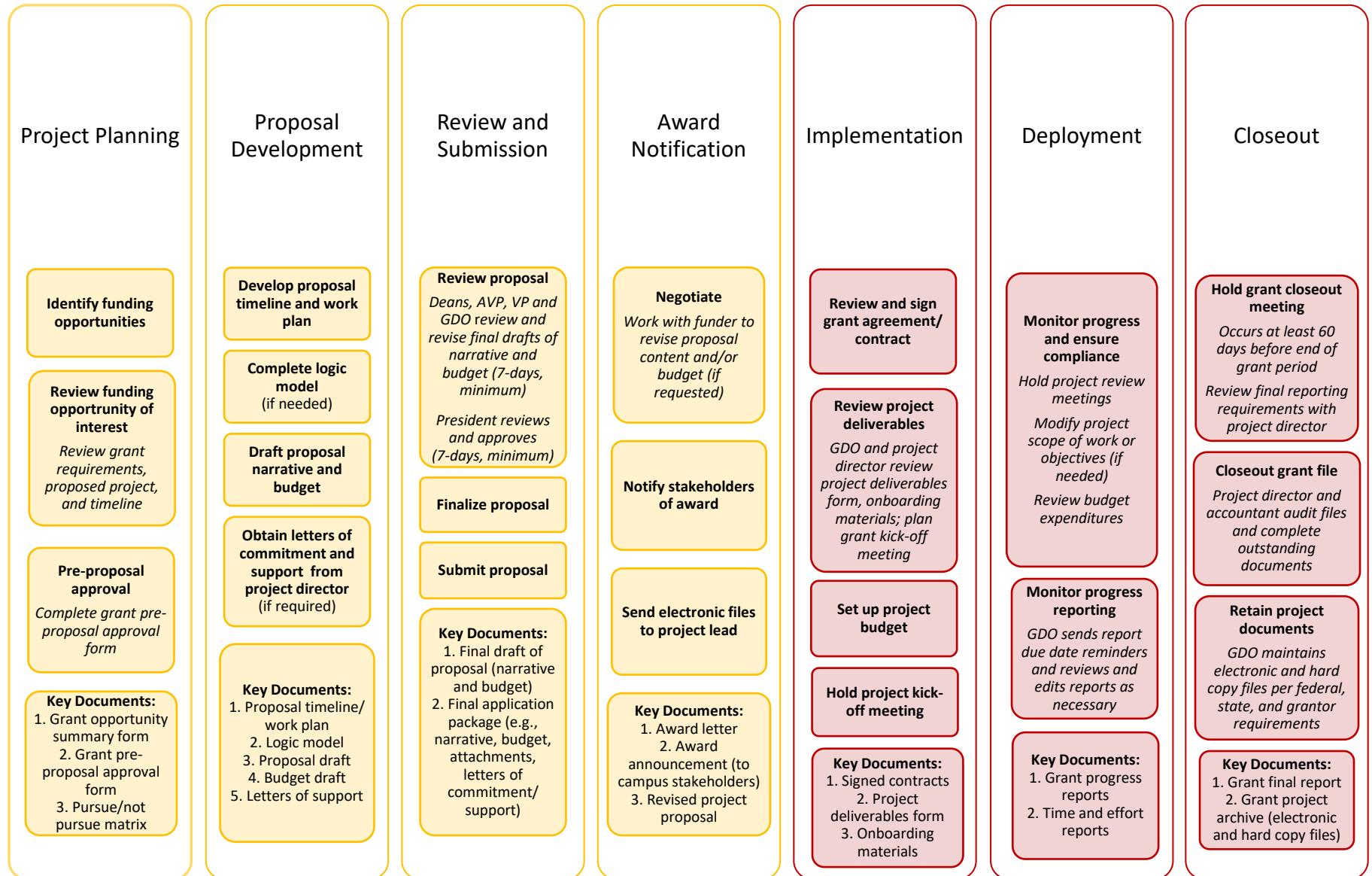


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INTRODUCTION

The **Grants Development Office (GDO)**, a department within Triton College's Division of Communications and Institutional Advancement, works collaboratively with campus departments to identify and pursue external funding opportunities that will develop and expand the educational programs and services available to Triton students and the community at large. The GDO's primary functions are to:

- Identify appropriate funding opportunities issued by local, state, federal, corporate, and private entities.
- Facilitate the proposal development and submission process by working collaboratively with faculty, staff, and administrators.
- Assist project directors to successfully implement their grant-funded projects.
- Coordinate grant reporting and submission of reports to grantors.
- Provide workshops and trainings on grant-related topics.
- Foster an environment of transparency to ensure cross-departmental collaboration and communication.

General Guidelines

The GDO is the College's centralized entity for coordinating the submission, processing, and reporting of all institutional grants and contracts. Even if Triton pursues grant funding as a partner entity or is involved in consortium planning to develop and submit a proposal for funding, many of the steps detailed in this manual are necessary.

All external proposals must be reviewed and submitted by the GDO. These include proposals submitted to federal, state, and local government as well as to private foundations and organizations.

Funded projects must be consistent with Higher Learning Commission criteria and adhere to relevant Illinois Community College Board policies and procedures. All grants are awarded to Triton College and not to the project director. The College must comply with the grantor's fiscal, legal, and contractual requirements.

Grant Development and Management Responsibilities

The College assumes responsibilities for funded grants by entering into an agreement with the grantor. Key areas of the College maintain responsibility for compliance with the grantor's and the College's policies and procedures.

President

- Approves the submission of all requests for external funds.
- Executes agreements with grantors to implement grant awards.
- Provides authorized (official) signature on all application documents required by grantors.

Deans and Vice Presidents

- May determine whether the proposed project is feasible and fits the needs of the college.
- Reviews and approves grant proposals.
- May review and authorize in-kind and cash match requirements.

Grants Development Office

- Identifies and disseminates information about funding opportunities.
- Reviews project ideas and makes recommendations.
- Coordinates proposal approvals and obtains required signatures.
- Assists in the development and writing of proposals.
- Reviews and edits proposal drafts.
- Assembles final proposals and submits to grantors.
- Maintains the official files on all pending and externally funded projects.
- Ensures that reports required by grantors are prepared on time.
- Obtains all required signatures on reports.
- Provides (annually) a list of all grant-funded positions to the human resources department to ensure accuracy.
- Works with project directors and grantors to modify, amend, and resolve compliance issues.
- Ensures that the expenditure of grant funds adheres to all federal, state, and college financial requirements and accounting procedures.
- Ensures all grant expenditures conform to the approved budget as well as state and federal regulations.

Project Director

- Provides the subject matter expertise necessary to develop a quality proposal.
- Implements and manages the day-to-day activities of their grant-funded projects.
- Manages the project budget, including responsibly and completely expending funds according to the grantor's and the College's policies and procedures.
- Maintains time and effort sheets for all administrators, faculty, and other personnel who are grant funded or provide in-kind services.
- Maintains detailed files of project activities.

- Works with external evaluators, if required by the grantor, to assess grant outcomes.
- Keeps an immediate supervisor apprised of project status.
- Participates in and monitors audit activities.
- Works with the College's Division of Communications and Institutional Advancement to develop newsworthy stories about grant-funded projects.
- Completes and submits all required reports (GDO may assist).

Business Services Office

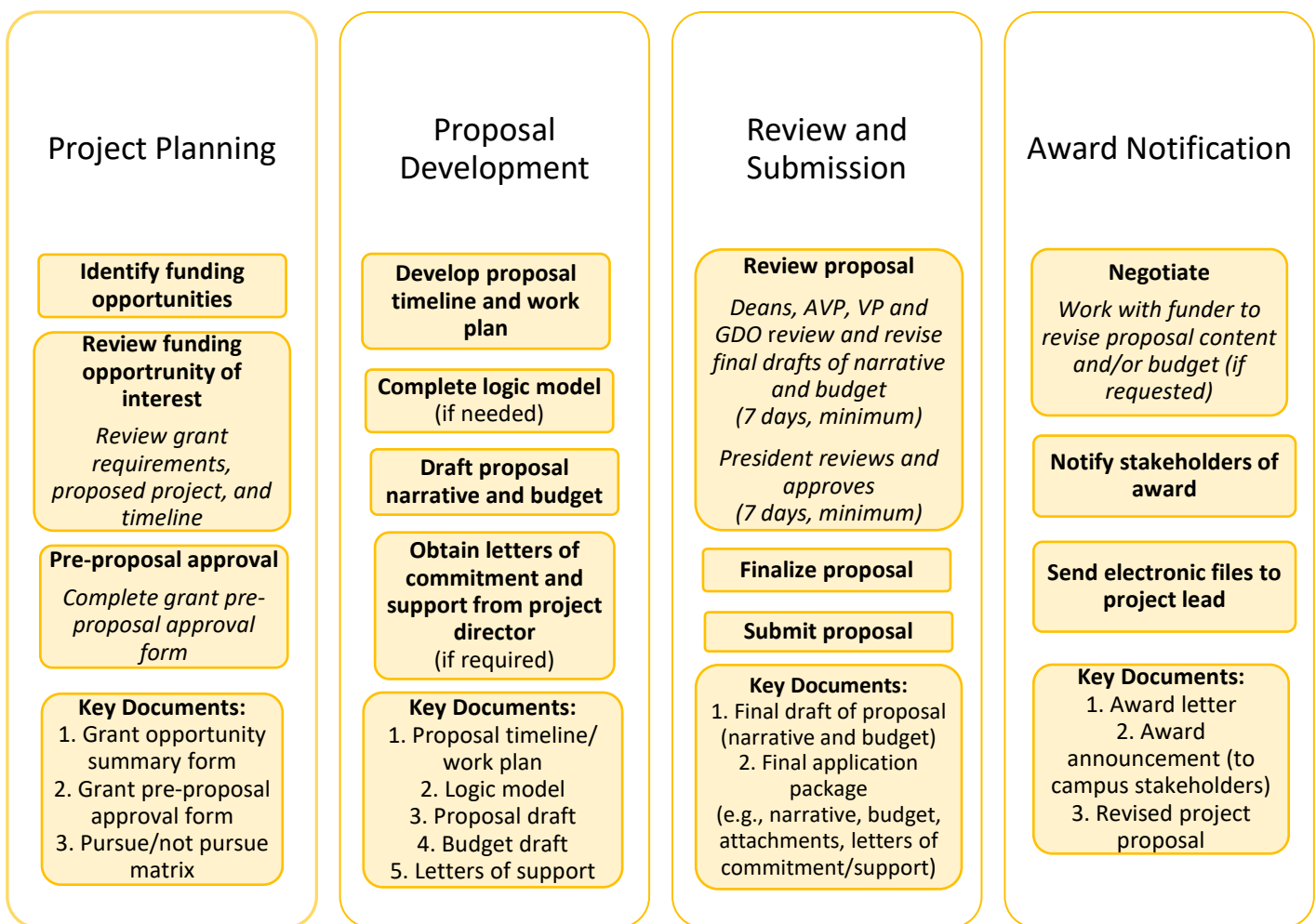
- Assigns grant accountants to awarded projects.
- Assigns and sets up cost center accounts according to grantors' standards.
- Enters budget, as detailed in the grant agreement, into the College's administrative information system (i.e., Colleague).
- Reviews and processes budget transfers and expense reimbursements.
- Processes request for payments.
- Issues purchase orders and reviews quotes as needed.
- Calls vendors for missing invoices.
- Sends out invoices to be reviewed and approved or denied payment.
- Assists in the public bid process.
- Reviews expenditures and ensures they are allowable within the grant agreement, the College's policy, and federal and state guidelines.
- Ensures that all transactions are recorded in accordance with Generally Accepted Accounting Procedures (GAAP).
- Makes payments to vendors, contractors, and employees.
- Submits quarterly and final financial reports as required by grantors.
- Compares expenditures to revenue and makes drawdowns as needed or processes requests for payment on grant funds owed.
- Reviews and maintains financial records, makes journal entries as needed, and closes books.
- Provides financial information to auditors and/or grant monitors.
- Maintains internal fiscal records as required by grantors.
- Ensures that all federal, state, and College financial requirements are followed in the expenditure and accounting procedures for external funds received.
- Reviews grant expenditures for conformity to the approved budget.
- Arranges audits as required for grants in a timely manner.

Human Resources

- Reviews all job descriptions and salary classifications for compliance with the College's policies.
- Advertises and posts all grant-funded positions as defined in the grant proposal.
- Supervises the grant personnel interview process and ensures compliance with existing College policies and procedures.
- Maintains the hiring records of all grant personnel.
- Notifies grant-funded personnel 60 days prior to the end of the grant.

PRE-AWARD PROCESS

During the pre-award process, the GDO works closely with College staff to identify funding sources, review grant eligibility and funding guidelines, produce a competitive proposal, ensure compliance with proposal review and submission requirements, and review incoming awards and agreements. Success in the pre-award phase relies on a clear understanding of the proposal development process, which is designed to ensure sufficient time for revisions, routing and review, and submission. The figure below outlines the key activities during the four phases of the pre-award process.



Project Planning

External funds can enhance existing programs or provide seed money to start new initiatives or programs. However, it is important for the College to consider the costs and benefits of receiving external funds before submitting an application. External funding requests, especially those that include matching funds (explained on page 11), should be compatible with the College's strategic plan and institutional goals as well as with the goals of the department or division in which the grant-funded project will reside.

Identify Funding Opportunities

The GDO regularly identifies and distributes funding opportunities to the campus community through newsletters and email. If you have a project idea that may require external funding or have become aware of a grant that you feel meets a need on behalf of the College, your first step is to contact the GDO. It is never too early to begin discussing a project idea.

Review Funding Opportunity

Prior to developing a proposal, the GDO and interested staff will meet to review the grant and possible project(s). The GDO will distribute a **grant opportunity summary**, which includes the funder's mission, grant purpose, grant requirements, award details, evaluation and reporting requirements, and a high-level proposal development timeline (**Appendix A**). This summary is intended to help individuals make an initial determination about the feasibility of pursuing the grant.

Pre-Proposal Approval

Before initiating a grant proposal of any kind, regardless of the dollar amount requested, the individual serving as the project director must complete a **grant pre-proposal approval form (Appendix B)**. This form captures important information about a grant and the associated project, including the funding amount requested, project duration, the strategic priorities with which the project aligns, and a summary of the project's impact, key outcomes, and evaluation plan. The pre-proposal approval form must be reviewed and signed by the project director's supervisor, the GDO, the associate vice president, and/or the vice president of the project director's division (e.g., academic affairs, enrollment management and student affairs, business services, etc.).

Grant Pursue/Not Pursue Matrix

Individuals may use the pursue/not pursue matrix (**Appendix C**) to help them determine the feasibility of pursuing a grant opportunity. The following should be considered while completing the matrix:

- The need for the grant-funded project in relation to the College's priorities and available resources.
- The project's general goals and specific objectives.

- The target population.
- Potential impact on all areas of the College.
- Resources required (i.e., cash, in-kind services, space, equipment, and staff).
- Allowable and unallowable expenditures.
- Project sustainability after the grant ends.

Proposal Development

The GDO adheres to the following proposal development timeline:

- Complete pre-proposal form: 7 days
- Develop proposal drafts: Varies depending on scope of project
- Review and approve final proposal: 14 days

This timeline is subject to revision based upon the amount of prior planning that has gone into the project. For example, the planning phase for a large federal grant should begin six to eight months before the submission deadline. On the other hand, the proposal development timeline for smaller foundation grants or for well-established campus programs may be only one month.

Develop Proposal Timeline and Work Plan

The GDO provides a grant opportunity summary form to potential applicants during the project planning phase of the pre-award process (**Appendix A**). This form includes a high-level proposal development timeline (i.e., grant pre-proposal approval form due date, period of proposal development, proposal review due dates, submission date). For large or complex proposals, the GDO will develop a detailed work plan (**Appendix D**) that assigns individuals to specific activities and proposal components, lists associated due dates, and includes a status monitor (e.g., in progress or complete). The work plan serves as a project management tool to ensure the team produces a high quality and complete proposal.

Complete a Logic Model

A logic model is a visual representation of the relationships between the resources you need to operate a program, the activities you plan, and the outcomes you hope to achieve (**Appendix E**). Many funders require logic models as part of the application package, but even if it is not required, logic models are a useful project planning tool. The sample provided in Appendix E includes an evaluation planning component that will help you determine whether you achieved your outcomes and whether the methods you used to achieve those outcomes were effective.

Draft Proposal Narrative and Budget

The proposal describes to a funder an *issue* (i.e., a problem or an opportunity), *why* an institution is requesting support to address this issue, *how* the institution intends to address the issue (i.e., the project), the intended *outcomes*, and a plan to *evaluate* and *sustain* the project. As a general rule, applicants should expect to devote approximately six to eight months of planning for a federal grant project and up to three months of planning for a local, state, or foundation grant project. The GDO facilitates the grant planning and development process, which may include developing a detailed proposal development work plan, working with the research department to gather data, assisting with proposal writing, and editing the final proposal.

The project director, the GDO, human resources (if necessary), and the business services office (if necessary) will construct a budget that adheres to the grantor's and the College's guidelines. The GDO will clarify any budget development questions with the grantor.

The budget is an estimate of the project implementation/management costs. Proposed budget amounts should be as specific as possible and align with the activities described in the proposal narrative. The GDO's budget planning template (**Appendix F**) may help you develop a budget that accounts for the total cost of a project or program, the amount contributed by the College, and the amount needed from external funding sources. The quality of thought given to budget preparation will produce a more effective program, increase the chances of obtaining the grant, and decrease the amount of unexpended funds. The budget will most likely include the following:

- **Direct costs** paid by the grant (e.g., salary/wages, fringe benefits, travel, supplies, consulting).
- **Matching funds** paid by the College or other project partners.
- **Cost sharing** paid by the College or other project partners.
- **In-kind goods or services** contributed by the College or other project partners.
- **Allowable administrative costs** (indirect costs).

Personnel

Information regarding grant personnel must be established once a project is approved and the pre-proposal approval form signed. The project director will work with the GDO and the human resources department to outline job duties, obtain existing job descriptions, develop new job descriptions and, if necessary, establish each position's salary level and benefits. Human resources may also review personnel information in the completed proposal before final submission. Personnel must be employed in accordance with College policies. Grant employees should not assume implied or guaranteed employment beyond the official grant-funding period.

Salaries and Wages

Per Title 2 of the Code of Federal Regulations (CFR), Part 200, [Subpart E: Cost Principles](#), salaries and wages paid with grant funds must be consistent with institutional policies and

procedures and uniformly applied across the campus. The human resources department will ensure that Triton's hiring procedures are followed and salaries are in line with current policy.

For current employees, GDO staff will request salary and wage rates from human resources. Total salary for a full-time employee is divided by 2,080 hours to determine an hourly rate (if needed). If a proposal budget includes a new position, human resources must classify that position and assign a starting salary.

Matching Funds

Some grantors require matching funds, which refers to the portion of total project costs covered by the College. The terms "cost sharing," "match," and "in-kind" are often used interchangeably to describe these funds. The amount of matching funds required can be described as a ratio (e.g., 1:1), a percentage (e.g., 50%), or as "significant" or "substantial."

As appropriate, the College counts as matching funds faculty and staff time as well as fringe benefits, teaching software and materials, facilities, and other expenses that contribute to the total project cost. Expenses can be cash items the College purchases or in-kind items the College has in place and donates. Contributions counted as matching funds for federal grants must meet all of the following criteria:

- Are documented in the College's records.
- Are necessary and reasonable to accomplish project objectives.
- Are allowable under [2 CFR 200, Subpart E: Cost Principles](#).
- Are not paid under another federal award except where authorized by federal statute to be used for cost sharing or matching.
- Are included in the approved budget when required by the grantor.

Indirect Costs

The indirect cost reimburses the institution for expenses that cannot be easily allocated to the grant, such as use of space, utilities, overhead, and general administrative expenses. Triton College's federally negotiated indirect cost rate is **26 percent** (effective until June 30, 2023). Some grants allow the College to collect indirect costs, and the rate varies for each grant. When possible, the College will determine the indirect cost to collect up to the maximum negotiated rate. Ten percent of indirect costs are allocated back to the GDO to support current and future grant activities. Contact the GDO for a copy of Triton's indirect cost rate agreement, which describes these costs in more detail.

Obtain Letters of Support/Commitment

Funders may require applicants to submit letters of support from local community organizations and government agencies as evidence of project need or to define their roles if serving as organizational partners. The project director is responsible for soliciting letters of support early in the proposal development process. Letters of support are more generic than letters of commitment, which describe specific items the partner will provide, such as funding, staff time,

physical space, and numerous other resources that have cash value. If a letter requiring the president's support and signature is needed, project directors should contact the GDO.

Review and Submission

Review Proposal

Final drafts of completed proposals must be sent to the GDO for review 14 days prior to the grantor's due date. During the first seven days, the GDO, project area dean, associate vice president, and/or vice president reviews and makes edits to the final draft of the proposal. During the second seven days, the president reviews the final edited proposal. While the applicant is responsible for ensuring that all appropriate parties have been consulted on the project, the GDO will obtain all administrative sign offs.

The Triton College Foundation may serve as a fiscal agent for corporate and foundation grants that require applicants to possess 501(c)(3) status. The GDO must get the Foundation's permission to use their status and will include the Foundation president and/or staff in the proposal review process.

Finalize and Submit Proposal

After all parties have reviewed the proposal, the GDO will work with the project director to make any necessary modifications. Many corporate and private foundations and all government funding sources provide guidelines (e.g., Request for Proposal [RFP], Funding Opportunity Announcement [FOA], Notice of Funding Opportunity [NOFO]) that include detailed requirements for developing and submitting a proposal. The GDO will assist applicants in obtaining, interpreting, and responding to these requirements.

After the proposal is finalized, the GDO will submit the appropriate number of copies to the grantor electronically or by mail. The GDO will save a copy of the full proposal in both its electronic and paper files and provide one copy to the project director. The area of the College overseeing administration of the project is responsible for distributing additional copies of the proposal.

Note that **the president serves as the only authorized organizational representative (AOR) who may sign grant applications on behalf of Triton College.** The GDO is the designated authorized institutional representative for all internet-based proposal submissions.

Award Notification

Negotiate

If a proposal is funded, sometimes a grantor will request revisions to the budget and/or the scope of work. Such revisions are often required before the grantor issues any written

confirmation of the grant award. Grant applicants should plan to submit such revisions within one week of notification. If any changes are made to the grant budget, it may be necessary to repeat the College's review, approval, and signature processes.

On occasion, the first indication that a proposal will be funded is a call or email from the grantor concerning components of the budget. The individual receiving this call/email should immediately notify the GDO. The project director should not accept the grant or revise the budget without consulting the GDO and then, subsequently, appropriate members of the administrative team.

Notify Stakeholders of Award Status

The GDO notifies the project director, the appropriate dean, and the business services office (accounting) when a proposal is funded or rejected. If a proposal is funded, grantors usually send an email or letter that includes a grant award agreement. The agreement includes the award amount, grant performance period, funding agency's grant number, terms and conditions of the grant, reporting requirements, name of the program officer, and other pertinent fiscal information.

If the GDO was not contacted about the award, the award notification (i.e., letter, contract, grant subcontract agreement, etc.) should be forwarded to the GDO.

Rejected Proposals

If a grant application is rejected for funding, the GDO may request from the grantor reasons for the rejection. In some cases, funding sources provide written explanations and/or copies of the proposal readers' comments and rankings. When a proposal is denied funding, the GDO will:

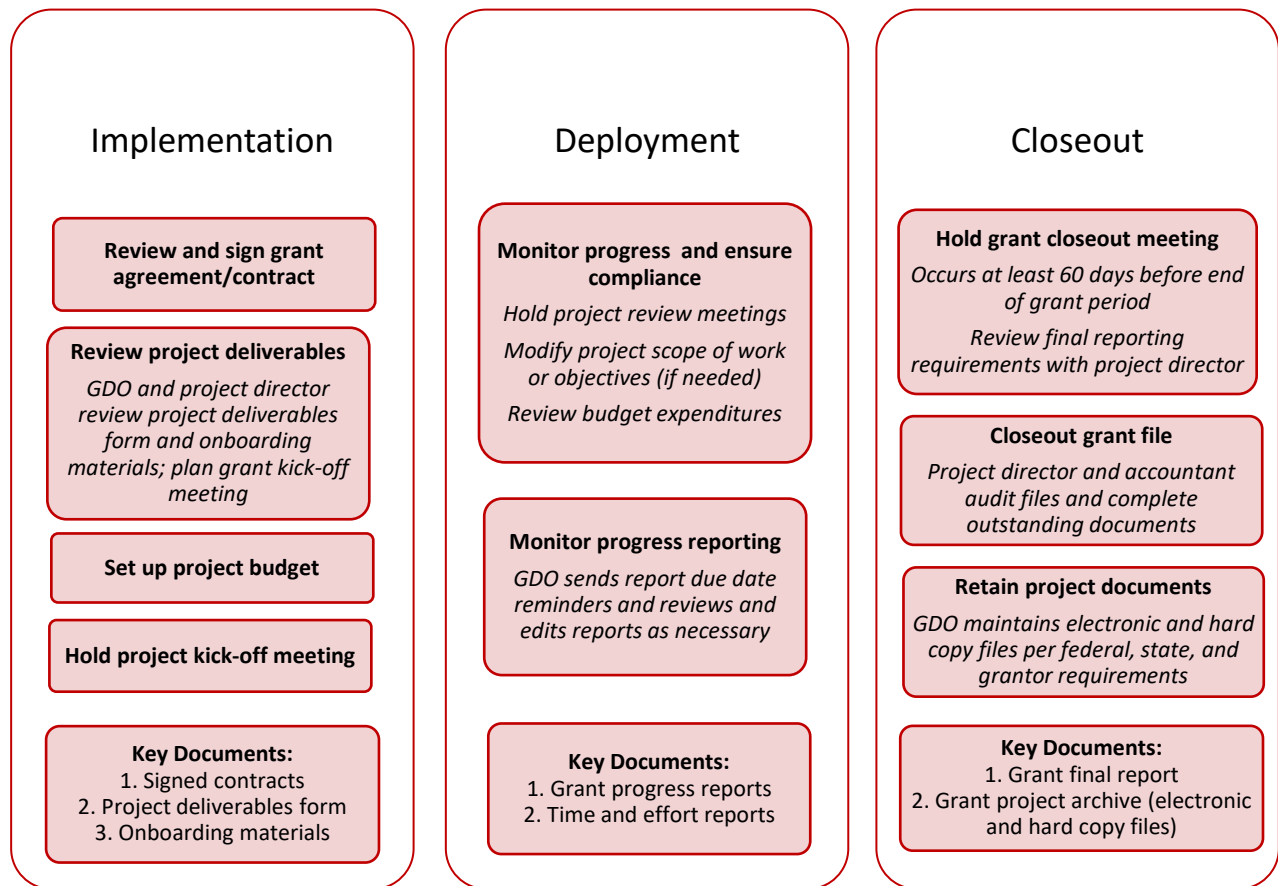
1. Inform the dean and/or project director of the decision.
2. Request evaluators' comments/feedback from the grantor.
3. Discuss with the grant applicant(s) the potential for revising and resubmitting the proposal in the future.
4. If appropriate, send a letter to the grantor thanking them for considering the proposal and expressing interest in future grant opportunities.

Send Electronic Files to Project Director

If the proposal narrative and/or budget were revised, the GDO will send electronic versions of the final proposal to the project director.

POST-AWARD PROCESS

The post-award process includes grant implementation, deployment, and closeout. During this phase of the grants lifecycle, the GDO and grant project director work closely together to ensure compliance with the grant agreement and the College's policies and procedures. The figure below outlines the key activities during the three phases of the post-award process.



Implementation

Review and Sign Grant Agreement

After notifying an organization of a grant award, the funder sends a grant agreement. The grant agreement sets forth the terms and conditions of the grant award (e.g., award amount, fiscal and/or performance period, appropriate expenditure of funds, reporting requirements and schedule, etc.). Before accepting the grant, the GDO, project area dean, associate vice president and/or vice president, and president must review the grant agreement; however, **the president is the only representative of the College authorized to sign it**. Please do not send the agreement directly to the president; rather, forward it to the GDO, which will coordinate the grant agreement review and signing process.

Sub-Award Agreements and Memorandum of Agreements

Triton College may be a sub-recipient of a university or community college that has received an award and serves as the fiscal agent of the funding. A sub-award agreement or memorandum of agreement/memorandum of understanding (MOA/MOU) describes the cooperative relationship between the fiscal agent and its external project partners. **A campus department or program's project lead must obtain their vice president's approval before entering into a sub-award agreement with another institution or organization.** The agreement should list all project particulars and Triton College's responsibilities in the grant. The GDO will review the agreement (may require legal review also) and secure the president's signature after the document has been reviewed by all other pertinent individuals on campus.

When Triton College is the prime awardee and issues sub-awards, the project director works with the GDO and Triton's legal counsel to draft sub-award agreements. Sub-awards include a scope of work and budget for the sub-awardee. The vice president of the area in which the project resides will forward the agreement to Triton's legal counsel for review and approval prior to sending to the sub-awardee. After the agreement is approved, the project director, with assistance from the GDO, communicates with the sub-awardee the content, terms, and conditions of the agreement.

All awards and sub-awards issued by the College are subject to monitoring, and grantees are responsible for fulfilling fiscal requirements, including the following:

- Posting and maintaining project expenditures, award and sub-award funds, indirect costs, and any and all interest income earned in a separate segment, division, unit, or cost center account.
- Maintaining an accounting system in accordance with generally accepted accounting principles and [2 CFR Part 200](#) (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards), as well as other applicable local statutes, state statutes, federal statutes, regulations, directives, and guidelines.
- Using proper fiscal and management practices to deposit and account for award and sub-award funds and maintaining separate accounting records for each award and sub-

award, program income, and any other fiscal matters relating to the award/sub-award budget.

- Supporting all disbursements for obligations and expenses with contracts, invoices, vouchers, and other data as appropriate.
- Providing information to their auditors and Triton College on their Schedule of Expenditure for Federal Awards (SEFA) audit.

Review Project Deliverables

The GDO and grant project director will meet to review the project deliverables. The GDO will complete a project deliverables abstract (**Appendix H**) for the project director that includes:

- The notification of the grant award and federal ID number, if applicable.
- A copy of the grantor-approved budget.
- A summary of the project scope.
- Deliverables, expected outcomes, and evaluation methods.
- Grantor reporting deadlines.
- Any of the grantor's specific accounting, financial, and reporting requirements.

During this meeting, the GDO will also review with the project director all grant project onboarding materials, which the GDO will have prepared in advance of the meeting and that includes the following:

- Copy of the grant application and budget
- Grant agreement
- Grant guidelines
- Reporting requirements

The GDO and project director may also discuss the project kick-off meeting at this time, including the roles and responsibilities of the project director and director of grants compliance during the meeting (see page 18).

Set Up Grant Project Budget

The GDO serves as the conduit between the grantor and the grant project team. The GDO will forward the grant award information to the business services office, and the business services office will subsequently notify the GDO of the project cost center number. The GDO and the grant project director will then determine the budget based on the approved agreement, and the GDO will enter the budget in DocuSign. (The approvals process relies upon electronic approvals through DocuSign.)

When the GDO receives notification of a grant award, the following steps will occur to set up the grant project budget.

Activity	Responsible Party
1. Request grant cost center number and accountant from assistant director of finance.	GDO
2. Assign cost center number to grant	Assistant director of finance
3. Complete and submit grant budget setup request form. <i>GDO and project director meet to complete and submit grant budget setup request form in DocuSign. GDO serves as liaison between project director and finance office to ensure required information is submitted.</i>	Project Director/ GDO
4. Obtain electronic signatures on grant budget setup request form. <i>DocuSign generates requests for electronic signatures from the project director, grant accountant, associate dean (if applicable), dean (if applicable), associate vice president, and/or area vice president. DocuSign sends electronic versions of the signed request to the business services office and the GDO.</i>	DocuSign
5. Enter budget in Colleague after approved in DocuSign.	Business Services

The approved budget reflected in DocuSign and Colleague must match that which is in the grant agreement. No budget modifications can be made prior to entering this approved budget into DocuSign and Colleague. If modifications are required, they must be made at a later date in order to create an audit trail.

Budget Modifications

When a project director requires a budget modification that falls outside the scope of the grant agreement, the grantor may require prior approval. In these cases, the project director, with support from the GDO, should seek approval in writing from the grantor. The GDO will not revise the budget unless we receive written notification. If the grantor denies the budget modification request, the project director may need to rely on the College's operational budget or, possibly, their own resources.

If a budget modification is needed and does not require prior approval by the grantor, the project director should complete a budget transfer request. The budget transfer request form and procedures can be found on the business services page in the MyTriton portal.

Other post-award procedures and documents on the business services page include the following:

- Purchasing procedures for expending financial resources
- Budget transfer form procedures
- Budget transfer form (DocuSign)
- Grant setup request procedures
- Grant setup request form (DocuSign)
- Travel procedures

- Travel request form procedures
- Travel request form (DocuSign)
- Expense reimbursement form procedures
- Expense reimbursement form (DocuSign)
- Claim for reimbursement of expenses for travel, meeting, and local mileage
- Request for contract payment
- Grant personnel activity form
 - GATA and [2 CFR Part 200](#) require time and effort sheets for all grant employees
- Sample three-part independent contractor form
- Glossary of object codes

Please contact the GDO for any additional grant-specific and institutional forms.

Personnel

If grant-funded personnel are included within the award, the project director must submit a Request for Personnel form to human resources to develop a job description and begin the hiring process.

Hold Grant Project Kick-Off Meeting

After a new grant award has been accepted, the GDO will schedule a kick-off meeting. The meeting will include the project director, project personnel (if necessary), administrative supervisor, executive director of the GDO, grant accountant, appropriate staff, and the appropriate dean (when necessary).

The purpose of the grant kick-off meeting is to review roles and responsibilities, deliverables, metrics, and project budget. It is important for each person to understand internal and external policies and the specific grant management responsibilities required by the grantor. During the kick-off meeting, various key personnel will share the following information:

Project Director

- Project vision
- Final outcomes/end goal
- Roles and responsibilities of the project team
- Key deliverables
- Project timeline

Director of Grants Compliance

- Reporting requirements
- Funder requirements
- Ending projects on time and on budget
- Grant agreement specifics
- Budget/provisions for payments
- Allowable/unallowable expenditures

The GDO is available to assist the project director with any compliance issues that arise. It is critical that the project director contact the GDO immediately if they anticipate a problem or are having difficulty meeting the grant requirements. The earlier the GDO is made aware of the issue, the faster it can be resolved.

Deployment

Monitor Progress and Ensure Compliance

Project directors, with support from the GDO, maintain ongoing responsibility for grant project monitoring and management. The GDO works with project directors to ensure compliance with grantor guidelines and college policies.

Hold Project Review Meetings

The GDO holds frequent meetings with grant project directors and their teams to discuss progress toward project goals and objectives, review budget expenditures, develop programmatic and budget modifications, and troubleshoot challenges.

Modify Project Scope of Work (if needed)

Modifying the scope of work or objectives of an approved project often requires a grantor's prior approval. Requests for a modification should explain the desired revision, why the revision is necessary, what will happen if the revision does not occur, how the revision will affect the project, and when the revision will be completed. The project director initiates the request and the GDO assists with developing the request.

The GDO retains the grantor's original modification approval in the project file and sends a copy to the project director. If the grantor sends the original approval directly to the project director, they should forward it to the GDO.

➤ Change in Project Director

The following steps should be taken if a project director leaves the College before the grant has ended:

1. Notify human resources and the GDO of interim plans.
2. Advertise vacant position as quickly as possible.
3. Project director, dean, GDO, and human resources meet as soon as possible to discuss and finalize interim plans.
4. Contact grantor to discuss interim plans.
5. Select and hire new project director.

Monitor Budget Expenditures

The project director is responsible for monitoring monthly grant project expenditures. Budget, encumbered, and actual funds spent can be viewed on WebAdvisor. Additional information is available in the WebAdvisor Purchasing Manual on the business services page in the MyTriton portal. The business services office can also assist with any questions related to expenditures.

If grant funds are not being spent at the projected level and it appears that an extension is necessary, the project director should contact the GDO **at least 45 days prior to the end of the grant** so arrangements can be made with the grantor (see page 22).

In the case of private or foundation grants, expenditure of funds must be consistent with guidelines as set forth by the particular organization and in accordance with the College's existing policies. For processes and policies related to expenditures and purchases, see the documents called "Procedures for Expending Financial Resources" and "WebAdvisor for Purchasing Manual," both available on the business services page in the MyTriton portal.

➤ Drawdown of Funds and Requests for Payment

To access the grant award funds needed to pay for project expenditures, the College draws down funds from federal funders (through a third-party account) or makes a request for payment from state funders. To calculate the total drawdown, the grant accountant prepares a worksheet using a record of grant expenditures for the previous quarter.

➤ Allowable/Unallowable Costs

As a recipient of federal funds, Triton College is required to comply with the provisions of Title 2 in the Code of Federal Regulations, subtitle A, chapter II, part 200 ([2 CFR Part 200](#)) "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards." [Sections 200.412 – 200.415](#) provide detailed guidance on whether specific types of costs are allowable (see also **Appendix I**). However, some grantors may offer more specific guidelines. Please contact the GDO for assistance determining whether a specific cost is reasonable and allowable.

➤ Procurement

All purchases of budgeted items are regulated in accordance with Triton College policy. See "Procedures for Expending Financial Resources" on the business services page in the MyTriton portal.

➤ Travel Policy

Ensure that travel was included as a project activity and appears as a line item in the approved grant budget prior to requesting travel authorization. Travel procedures are available to view and download on the business services page in the MyTriton portal. To request travel authorization, individuals must complete the request form available on the business services' DocuSign page in the MyTriton portal. Be prepared to provide an estimated total cost of travel, which includes registration fees, transportation, meals, lodging, and miscellaneous expenses. The purchasing department cuts checks to hotels directly for

lodging expenses. All other travel expenses are reimbursed. Please budget sufficiently for all expenses, including airfare.

➤ Copier and Printing

The business services office can set up an employee's ID card so that counts of copies can be charged to the grant. At the end of each month, the grant accountant will make an accounting journal entry to record the cost of the copies.

To charge copies to a grant, the project budget must include a line item for this cost.

➤ Food

Grantees are under a high burden of proof to show that food is an essential component of a grant project. Please ensure that food expenses were included in the original project budget and approved per the grant agreement. The Code of Federal Regulations provides additional guidance on purchasing food with grant funds ([2 CFR 200.432 – Conferences](#) and [2 CFR 200.438 – Entertainment Costs](#)).

➤ Cost Overages

Cost overages should not happen and cannot happen without the grantor's prior approval. The College's accounting software (WebAdvisor) controls prevent overspending on non-payroll accounts. However, the payroll module will pay employees regardless of whether there are funds budgeted. In the event a project has been overspent, if permitted, the project director should request an expense reimbursement so that the grant accountant can re-categorize the expenditure under institutional funds. Grant projects with cost overages cannot be closed out.

➤ Requests for Extensions and Carryover of Funds

Sometimes funders allow grantees to request a project extension so that they may carryover unexpended funds into the following year. Federal grants usually allow a one-year, no-cost extension during which time grantees are expected to complete unfinished program objectives using only their unexpended funds (i.e., the grantee cannot apply for additional funding from the grantor). The project director must review the program deadlines and analyze their budget to determine if an extension of funds is possible. Grantees must notify funders of their intent to extend a grant project at least 90 days before the grant expires. As such, the project director should contact the GDO **at least 45 days prior to the end of the grant** so arrangements can be made with the grantor. The GDO will coordinate the request for an extension or carryover with the grantor (if required). Although an extension of funds may be permitted, it is not advised.

Monitor Reporting

Grant project directors are responsible for completing grant progress reports. The GDO sends report due date reminders to project directors, reviews and edit reports as necessary, forwards reports to the college president for review and signature, and submits final reports to funders.

External Reporting Requirements

Agency reporting requirements are usually specified in the award notice. Reports normally include narrative progress reports and financial status reports. Funders usually require, at the very least, an annual report, and many also require quarterly or even monthly reports. Final reports are usually due within 30–60 days of the project end date. The project director should work with the GDO to develop reports that comply with all grant requirements. **Note that project directors are responsible for preparing all reports in coordination with the GDO and the business services office (if necessary).** The frequency and number of copies of reports to be submitted is stated in the terms and conditions of the grant agreement.

The process for developing project reports is described in the table below.

Activity	Person Responsible
1. Prepare draft of report. <i>GDO may assist with preparation of report if requested.</i>	Project Director
2. Review and edit report.	GDO
3. Obtain president's signature, if needed.	GDO
4. Submit report to funder. <i>If the report is submitted online, hard copies should be saved in the GDO's and project director's files.</i>	Project Director or GDO

Time and Effort Reporting

Time and effort, a federal regulation in EDGAR, is defined as the amount of time spent on a particular activity. It includes the time an employee spent working on a grant project in which their salary is directly charged or contributed.

Time and effort reports describe the allocation of an individual's actual time and effort spent on the specific project after the fact. The grant-funded employee and the employee's supervisor must complete and sign these reports and then send them to the assigned grant accountant on a monthly basis.

See "Grant Personnel Activity Report" on the business services page in the MyTriton portal for a copy of the form and additional information.

Recordkeeping

The GDO maintains the official files for a grant project, which contain a copy of the proposal, signed copies of official documents, correspondence, reports, the budget, program amendments, news releases, and any other pertinent information. These files are kept for three, five, or seven years per the grantor's requirements.

The project director should also maintain the following types of records:

➤ Time and Effort Sheets

Project directors must document the time that staff spend on specific grant project activities. Projects that rely on full-time staff hours as an in-kind contribution are auditable by the grantor, so this time commitment must be carefully documented. Sometimes, funder's provide grantees with time sheets to complete. Project directors should send, on a monthly basis, time and effort reports for all pay periods to their assigned grant accountant. The project director should also save copies of these reports in their grant project binder and electronic project files.

➤ Communication Logs

Staff that communicate with a grantor about a funded project should maintain mail, email, and phone logs as part of the permanent record. A mail and email log should include time-stamped records of any written correspondence between the grantor and the project director. A phone log should include the date, time of call, who initiated the call, the name of the individual on the call representing the grantor, and a short summary of the conversation. These records are most valuable in reconstructing miscellaneous details in the event of an audit or if other legal questions arise. Communication logs should be maintained in chronological order by the project director and released to the GDO at the close of a project.

➤ Equipment Inventory

Equipment is defined as an item that has a per unit cost greater than or equal to \$5,000 and has a useful life of more than one year. All equipment purchased with grant funds will be tagged with a Triton College non-removable control number sticker and the grant project award number (e.g., Federal Award Identification Number [FAIN]). Triton College maintains an inventory of all its equipment in accordance with [2 CFR 200.313](#); however, project directors should also maintain an inventory of equipment they purchase with grant funds. Federal regulations require that inventory is checked at least once every two years.

➤ Other Documentation

The project director must maintain adequate records to justify the expenditure of funds for each line item in the budget. Please keep all receipts. Documentation should include:

Personnel

- Position announcement
- Selection criteria
- Qualifications of successful applicant/resume

Travel

- Reasons for trip
- Detailed expenses
- Professional development report outlining how the event contributed to grant objectives

Consultants

- Qualifications
- Contract
- Verification of work performed (e.g., signed time and effort forms, detailed log of hours, etc.)

Equipment and Supplies

- Quotes
- Requisitions and purchase orders
- Inventory log

Audits

Grant financial audits occur according to grantor specifications or through the annual Triton College audit function. Some programs will receive site visits and may be audited by federal or state program auditors.

Closeout

Hold Grant Closeout Meetings

The requirements for closing a grant are normally identified in the guidelines provided by the grantor. Sixty days prior to the end of a grant, the GDO will meet with the project director to discuss the closeout process and final deliverables. The grant accountant will also meet with the project director to review account activity in preparation for closeout. When the term of a grant expires, the project director (with assistance from the grant accountant) will confirm that all expenses have been charged to the approved budget categories, are reasonable and allowable, and occurred during the period of performance. Any unexpended funds must be returned to the grantor. Therefore, it may be necessary to do a small expense reimbursement if allowed by the grantor. *The college should take all necessary measures to expend grant funds. By returning unexpended funds, the college signals to the grantor that the project was not carefully planned and/or properly implemented.*

Closeout Grant File

Key closeout activities, by responsible party, are described in the tables below.

Grant Accountant
<ul style="list-style-type: none">• Review open purchase orders to ensure that goods and services will be received prior to the grant end date.• Review account balances with project director, who is responsible for spending down all funds before the end of the grant.

- Verify accrued liabilities are paid in a timely manner.
- Review any grant account activity after the end date for compliance and prepare final closing adjustments.
- Make journal entries for the final F&A costs (indirect costs).
- Return unexpended funds to grantor if necessary.
- Prepare and submit final financial report with project director if necessary.
- Review file to ensure all required financial documentation is included.

Project Director

- Prepare and submit final program report to grantor and provide a copy to the GDO.
- Review file and ensure that any documents with original signatures are forwarded to the GDO.
- Complete any outstanding time and effort reports.
- Review the retention requirements and file all documentation pertaining to the grant.
- Inventory all equipment, review equipment disposition instructions, and take appropriate action.

Grant Development Office

- Retain original documentation in an office file until documents can be destroyed per grant regulations.
- Notify human resources and the project area dean about termination of grant funding for personnel, request that human resources add an end date to grant-funded personnel payroll, and complete appropriate paperwork.

Retain Project Documents

Most grant projects require grantees to retain project records according to the following legal requirements:

- **Federal awards:** Retain records for **three years** after the project ends or after final payment under a federal contract. If any litigation, claim, or audit is started before the three-year period ends, the records must be retained until all litigation, claims, or audit findings involving the records have been resolved and final action taken.

Record retention for federal grants is governed by the Code of Federal Regulations, specifically [2 CFR 200.333](#). Record retention for federal contracts is governed by the Federal Acquisition Regulation, specifically section [52.215-2](#).

- **State of Illinois awards:** Check the terms of the agreement or contract. All records for projects funded by the state of Illinois (MOUs, grants, agreements) must be retained for a minimum of **six years**.
- **Other awards:** Check the award terms and conditions or the grantor's written policies. If the grantor or award document does not specify a specific time period to retain project records, follow the federal requirement (retain for three years after final payment under the award).

APPENDICES

A: Grant Opportunity Summary Form

B: Grant Pre-Proposal Approval Form

C: Grant Pursue/Not Pursue Matrix

D: Proposal Development Work Plan

E: Logic Model and Evaluation Plan Template

F: Project Budget Template

G: Project Deliverables Abstract

H: Grants Office Glossary

A: Grant Opportunity Summary Form

Grant Name:	[Opportunity name] [Link to full grant description]	
Funder:		
Due Dates:	Internal: [Date/time]	External: [Date/time and submission method]
Grant Award details:	Est. total funding:	[Max and min award]
	Start date and duration:	
	Expected number of awards:	
Opportunity Overview:	<ul style="list-style-type: none"> • Purpose/goals of program • Required activities • Allowable/unallowable costs • Match requirements • Limits on certain cost categories such as salaries, food/beverage • Required travel 	
Partnership requirements:	[If partnerships are required or strongly recommended, describe here]	
Evaluation & Reporting Requirements:		
Previously Funded?	[Yes/No and list previously funded projects]	
Next Steps:	Complete grant opportunity decision-making matrix	

High-Level Proposal Development Timeline

Activity	Date
1. Complete grant opportunity decision-making matrix	[date]
2. Preliminary planning meeting(s)/pre-proposal form	[date]
3. Proposal development	[date range]
4. Internal stakeholder review (GDO, dean, AVP, VP)	[president's review minus 7 days]
5. President's review	[submit to funder minus 7 days]
6. Submit to funder	[date/time]

B. Grant Pre-Proposal Approval Form

TRITON COLLEGE Grant Pre-Proposal Approval Form

Triton Employee Initiating Request: _____	Date: _____
Employee status (select one): <input type="checkbox"/> Faculty <input type="checkbox"/> Staff <input type="checkbox"/> Administrator	
Title: _____	
Department: _____	
Submitted to Grants Development Office (E-317) for Review and Approval: <input type="checkbox"/> Yes <input type="checkbox"/> No Date: _____	

Project Name: _____
Funding Agency: _____
Amount Requested: _____ Type: <input type="checkbox"/> New <input type="checkbox"/> Renewal <input type="checkbox"/> Competitive
Match Requirement: <input type="checkbox"/> None <input type="checkbox"/> Cash <input type="checkbox"/> In-Kind Amount: _____
Source(s) of Cash Match: _____
In-Kind College Resources Required: <input type="checkbox"/> Personnel <input type="checkbox"/> Facilities <input type="checkbox"/> Equipment <input type="checkbox"/> Supplies <input type="checkbox"/> Photocopying <input type="checkbox"/> Vehicles <input type="checkbox"/> Other
List Other: _____
Will any new positions be created? <input type="checkbox"/> Yes <input type="checkbox"/> No If so, how many? _____
Will additional space be required to house this project? <input type="checkbox"/> Yes <input type="checkbox"/> No
If so, how much? _____
Duration of Project _____ Start Date: _____ End Date: _____
Does this project require Triton College to enter into a Consortium or Partnership Agreement? <input type="checkbox"/> Yes <input type="checkbox"/> No
If so, please list the partnering organizations _____

TRITON INTERNAL DEADLINE: _____ FUNDING AGENCY DEADLINE: _____

Does this project fit within Triton's mission and strategic plan? <input type="checkbox"/> Yes <input type="checkbox"/> No
Which Action Area(s): <input type="checkbox"/> Increase College Readiness <input type="checkbox"/> Improve College Completion Rates <input type="checkbox"/> Close Skills Gaps

Briefly describe how the project aligns with the selected Strategic Action Areas:

Population Served by this Project:

Brief Project Description (please include goals, objectives, anticipated outcomes, and evaluation methodology):

Does the Project Director have adequate information to respond to the RFP and sufficient time to develop a competitive proposal before the internal deadline date? Yes No

Is the College willing and able to commit the necessary resources (space, personnel, matching funds) to support the project? Yes No

Signatures Required to Proceed to Proposal Development:

	
Employee Initiating Request	Date
	
Dean of Area	Date
	
Executive Director, Grants Development	Date
	
Associate Vice President of Area	Date
	
Vice President of Area	Date

 Approved  Denied Date: 

PLEASE RETURN TO THE GRANTS DEVELOPMENT OFFICE, Room E-317

(Pre-Approval Form Must Be Returned to the Grants Development Office within 7 Days of Being Approved or Denied)

C: Grant Pursue/Not Pursue Matrix

Funder:				Decision:		<input type="checkbox"/> Pursue	
Due Date (external):						<input type="checkbox"/> Do not pursue	
Project:							
Meeting Attendees:							
Factors	Weighted Decision Criteria					Estimated Rating	Notes
	Low		Medium		High		
	0	1	2	3	4		
Project aligns with Triton’s mission and strategic priorities	No/low alignment, priority, impact		Moderate alignment, priority, impact		High alignment, priority, impact		
Project aligns with funder’s mission and priorities	Not aligned		Moderately aligned		Aligns with mission and priorities		
College leadership support/buy-in	Leadership unaware of project		Some leaders aware of and support project		Leadership team supports and advocates for project		
Clearly documented need (internal or community)	Only anecdotal; qualitative info		Some data to document need; not compelling info		Multiple qualitative and quantitative data sources		
Capability to develop a successful proposal (time, resources, and knowledge)	Staff has inadequate time to develop quality proposal by deadline		Responding requires significant staff time but can be accomplished		Adequate staff time available to develop quality proposal		
Staff experience (PI/PD) and credentials	Not experienced in area; improper credentials		Some experience in area; related credentials		Extensive experience; exceptional credentials		
Staff time commitment to project	No time to commit; not possible to reassign staff		Staff can commit some time		Staff can meet required time commitment		
Staff training and development	Requires but does not fund staff training and development		Minimal training required; some costs covered		Minimal training is required and/or all associated costs covered		
Organization resources (space, staff, matching funds)	Requires a significant investment of resources, including admin or support staff time		Requires some investment of resources		Requires minimal or no match or investment of resources		
Partnerships (if applicable)	No identified partners or collaborative agreements		Potential partners or collaborators identified		Longstanding relationships or confirmed partners		
Sustainability	Does not generate revenue; no future funding identified		Future sources of funding identified to cover some costs		Future sources of funding identified (internal or external)		
TOTAL SCORE							

Low: 0-19
Medium: 20-39
High: 40-55

D: Proposal Development Work Plan

Project Title:

Internal due date:

Funder:

External due date:

Activity	Individual(s) Responsible	Date Due	Status	
			In progress	Complete
Send grant opportunity/RFP overview and application requirements to grant PI/project director, supervisor/dean, AVP, VP, president (if applicable)			<input type="checkbox"/>	<input type="checkbox"/>
Preliminary project discussion with project director			<input type="checkbox"/>	<input type="checkbox"/>
Complete and submit pre-proposal form			<input type="checkbox"/>	<input type="checkbox"/>
Obtain letters of support (if applicable) and send to GDO			<input type="checkbox"/>	<input type="checkbox"/>
Develop logic model (if applicable)			<input type="checkbox"/>	<input type="checkbox"/>
Draft proposal narrative			<input type="checkbox"/>	<input type="checkbox"/>
[Background/Needs]			<input type="checkbox"/>	<input type="checkbox"/>
[Component]			<input type="checkbox"/>	<input type="checkbox"/>
[Component]			<input type="checkbox"/>	<input type="checkbox"/>
[Component]			<input type="checkbox"/>	<input type="checkbox"/>
[Component]			<input type="checkbox"/>	<input type="checkbox"/>
Develop Budget (link all line items to activities/outcomes)			<input type="checkbox"/>	<input type="checkbox"/>
Gather/complete attachments			<input type="checkbox"/>	<input type="checkbox"/>
[Name of attachment]			<input type="checkbox"/>	<input type="checkbox"/>
[Name of attachment]			<input type="checkbox"/>	<input type="checkbox"/>
[Name of attachment]			<input type="checkbox"/>	<input type="checkbox"/>
Complete draft for internal stakeholder review			<input type="checkbox"/>	<input type="checkbox"/>
Route draft (electronically) to internal stakeholders (GDO, supervisor/dean, AVP, VP) for review and edits			<input type="checkbox"/>	<input type="checkbox"/>
Route final draft (hard copy) to president for review			<input type="checkbox"/>	<input type="checkbox"/>
Submit application			<input type="checkbox"/>	<input type="checkbox"/>
Send final application to project director			<input type="checkbox"/>	<input type="checkbox"/>
Save copy of application in GDO's electronic and hard copy files			<input type="checkbox"/>	<input type="checkbox"/>

E: Logic Model and Evaluation Plan Template

The first step in the planning process is to identify why you think your project is necessary (i.e., need), using both quantitative and qualitative data as evidence. You will also need to identify, in general terms, the project's overarching goal and/or impact.

Project Need: Who does the project serve and why is it important to pursue right now? How do you know this? (Use quantitative and qualitative data. *)

Project Goal/Impact: Big picture statement of what you want to have happen without too much detail as to the why or how.

The next step in the process is to develop a logic model, which is a visual presentation of the relationships between the resources you need to operate a program, the activities you plan, and the changes or results you hope to achieve. Logic models vary in their level of detail.

Logic Model

Inputs (Resources/Personnel)	Activities	Outputs	Outcomes	Impact
<i>Tangible and intangible resources needed to operate the program (e.g., staff, participants, funding, facilities, equipment, and supplies)</i>	<i>Major tasks the program will complete; what the program does with the inputs</i>	<i>Specific types and quantities of services/products to be delivered in a specific time frame</i>	<i>Expected changes in behaviors, skills, knowledge, or circumstances (usually quantifiable and occur within 1-3 years)</i>	<i>The long-term change to which the outcomes contribute (from above)</i>
Example <ul style="list-style-type: none"> • Master trainer • Training site • Training materials • Refreshments 	Conduct training (3 hrs. x 5 days)	50 students trained (attendance records)	<ul style="list-style-type: none"> • 75% of students complete the training • 75% of students demonstrate increased understanding of [topic] 	<i>[Insert your project's overarching goal/ impact]</i>
Your planned work		Your intended results		

You should also develop an evaluation plan, which will help you determine if you achieved your outcomes and whether the methods you used to achieve those outcomes were effective.

Evaluation Plan

Outcomes	Evaluation Method	Time Frame
<i>List each outcome from the logic model on a separate line.</i>	<i>For each outcome, indicate what data sources you will collect, how it will be collected, and by whom.</i>	<i>When will the data be collected and analyzed?</i>
Example 75% of students complete the training	Trainer collects attendance records and submits to project director; project director reviews student transcripts to determine completion status for each participant.	At conclusion of training [date]
75% of students demonstrated increased understanding of [topic]	Trainer assesses changes in exam grades throughout course to determine % students who demonstrate increased understanding of content.	Throughout course and at conclusion of training

Logic Model Template

Inputs (Resources/Personnel)	Activity	Outputs	Outcomes	Impact

Evaluation Plan Template

Outcomes	Evaluation Method (data sources, how data will be collected and by whom)	Time Frame

***Sources for national, state, and local research and data:**

U.S. Census Bureau (https://data.census.gov/cedsci/)	Provides detailed population, housing, income, age, race, sex, and education information from the national to the community levels.
National Center for Education Statistics (NCES) (https://nces.ed.gov/)	The primary federal entity for collecting and analyzing data related to education in the U.S. and other nations, including complete statistics on the condition of American education.
Community College Research Center (https://ccrc.tc.columbia.edu/)	Produces working papers, research reports, practitioner packets, and other resources aimed at promoting student success.
Illinois Community College Board (https://www.iccb.org/iccb/)	Provides data and reports on individual Illinois community colleges and their districts.
Heartland Alliance’s Social Impact Research Center (https://www.heartlandalliance.org/research/)	Tracks poverty-related indicators for the nation and for a variety of geographies in Illinois and across the Midwest.
Illinois Department of Employment Security (https://www2.illinois.gov/ides/lmi/pages/data_statistics.aspx)	Provides labor market information reports and data at the state, county, metropolitan, and local workforce area levels.
Triton College Department of Research and Institutional Effectiveness (https://www.triton.edu/mytriton/)	Provides college- and community-level data via requests and publications (accessible through the MyTriton Portal)

F: Project Budget Template

PROJECT/PROGRAM NAME				
Expenditure	Total Value	Triton Contribution	Grant Request	Other Sources
PERSONNEL				
<i>Title</i>				
<i>Title</i>				
<i>Title</i>				
FRINGE BENEFITS (Contact HR for benefits; Excludes volunteers.)				
<i>Title</i>				
<i>Title</i>				
<i>Title</i>				
Subtotal Personnel				
MATERIALS/SUPPLIES				
<i>Item</i>				
<i>Item</i>				
<i>Item</i>				
Subtotal Materials/Supplies				
EQUIPMENT*				
<i>Item</i>				
<i>Item</i>				
<i>Item</i>				
Subtotal Equipment				
TRAVEL				
<i>Location, miles/grant period, reimbursement rate per mile</i>				
<i>Location, miles/grant period, reimbursement rate per mile</i>				
<i>Location, miles/grant period, reimbursement rate per mile</i>				
Subtotal Travel				
MARKETING/PROMOTION				
<i>Item</i>				

PROJECT/PROGRAM NAME				
Expenditure	Total Value	Triton Contribution	Grant Request	Other Sources
<i>Item</i>				
<i>Item</i>				
Subtotal Marketing/Promotion				
CONTRACTUAL SERVICES				
<i>Title/Role</i>				
<i>Title/Role</i>				
<i>Title/Role</i>				
Subtotal Contractual				
OTHER				
<i>Item</i>				
<i>Item</i>				
<i>Item</i>				
Subtotal Other				
TOTAL				

* Typically any tangible item with a per unit cost of \$5,000 or more

Resources:

Independent Sector (value of volunteer time): <https://independentsector.org/value-of-volunteer-time-2018/>

Bureau of Labor Statistics, Occupational Employment Statistics (avg. wages): <https://www.bls.gov/oes/home.htm>

Contact the GDO for a version of this template as an Excel worksheet.

G: Project Deliverables Abstract

**Triton College
Grants Development Office
FY21 Project Deliverables Abstract**

Grant Period:

Grant Award:

Grant Award #:

Funding Agency:

Funder Contact Name:

Project Title:

Project Coordinator:

Project Grant Accountant:

Project Scope:

Deliverables & Expected Outcomes	Evaluation Methods	Comments

Funding Agency Reporting Deadlines:

Project Narrative/Expenditure Fiscal Report Deadlines:

Submit to:

Close Out/Final Report Deadline:

H: Grants Office Glossary

Abstract: A brief overview of a project, usually one page or less, at the beginning of a grant narrative. Also known as an executive summary.

Administrative Fees: See **Indirect Cost**.

Allowable Cost: Cost for which an institution or agency may be reimbursed under a grant or contract with a governmental agency.

Application: The specific set of forms, documents, and attachments that comprise an applicant's submission to a grantor.

Audit: A formal examination of an organization's accounts or financial situation. An audit may also include examination of compliance with applicable terms, laws, and regulations.

Authorized Organization Representative (AOR): A member of the College authorized to submit applications to grantors on behalf of the organization. At Triton, the president serves as the sole AOR.

Award Letter: Written notification from a grantor that an applicant's project will be funded for a specified dollar amount over a certain duration of time. (May be referred to as an **award notice**.) See also **Notice of State Award**.

Budget Modification: The movement of funds within and between grant budget categories after a project is awarded. Project directors must seek the grantor's approval if a proposed modification falls outside the scope of the grant agreement.

Budget Period: The intervals of time into which a multi-year grant period is divided for budgetary and funding purposes. Budget periods are usually 12 months long but may be shorter or longer as appropriate.

Budget Transfer: The formal request and associated procedures to move funds between approved grant budget line items or accounts. Budget transfers occur before an item or service is purchased.

Catalog of Federal Domestic Assistance (CFDA): An inventory of all the federal grant, loan, scholarship, counseling, and other federal assistance programs available to the American public.

Closeout: The act of completing all internal procedures and grantor requirements to terminate or complete a project.

Co-Principal Investigator (Co-PI): An individual who works with the principal investigator (PI) to develop and execute a grant project. The Co-PI may be employed by or affiliated with the applicant/grantee organization or another organization participating in the project under a consortium agreement.

Code of Federal Regulations (CFR): The general and permanent rules published in the Federal Register by the departments and agencies of the Federal Government. Title 2 of the Regulations (Grants and Agreements) provides guidance to ensure the consistent and uniform management of federal grants and agreements.

Colleague: Triton College's electronic financial and data recordkeeping system for all fiscal and student data records and reports.

Consortium: A group of organizations sharing in the finances and/or administration of a single grant project to accomplish that which no one entity can do as effectively alone.

Continuation Grant: An extension or renewal of existing program funding for one or more additional budget period(s) that would otherwise expire. Continuation grants are typically available to existing recipients of discretionary, multi-year projects; however, new applicants may be considered.

Cost Center Account: A designated account in which all expenses associated with a single grant project are tracked. At Triton, cost center account numbers adhere to the format 06-XXXXXXXX.

Cost Overage: Costs expended by the grantee but that exceed the allotted budget.

Cost-Sharing: The portion of project costs not paid by the grantor. For example, if the College receives a grant award of \$100,000 and agrees to cost-share 25%, it will contribute \$25,000 worth of resources to the project. These resources may already exist at the institution (i.e., personnel, equipment, facilities) or may need to be purchased using institutional funds.

Data Universal Numbering System (DUNS) Number: A unique nine-digit number assigned to entities by Dun and Bradstreet, Inc. (D&B). A non-federal entity is required to have a DUNS number to apply for, receive, and report on a federal award.

Date of Completion: The date on which all grant project work is completed. This date is usually indicated in the award letter and/or grant agreement.

Direct Costs: Those costs that can be attributed to a particular project, instructional activity, or any other institutional activity with a high degree of accuracy. For example, expenses that can be itemized by categories with descriptive terms (e.g., salaries and wages, travel, supplies, etc.).

DocuSign: A document management system that enables users to review and sign documents electronically.

Drawdown: The process by which awarded funds are accessed from a third-party account established by the grantor.

Employer Identification (EIN) Number: A number assigned by the IRS and used to identify a business entity. Also known as the federal tax identification number.

Encumbered Funds: Money set aside for projected expenses pending their actual expenditure.

Equipment: Tangible, nonexpendable property, including exempt property, charged directly to a grant award and having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

Expense Reimbursement: A request to reimburse an account or a request to correct an expenditure.

Extension: An additional amount of time beyond the original grant period (and authorized by the grantor) during which an awardee is expected to complete grant project work and expend awarded funds. *No-cost extensions provide grantees additional time to complete project work without additional funding. At-cost extensions provide grantees both additional time and funding to complete their work.*

Federal Register: The official daily publication for rules, proposed rules, notices of federal agencies and organizations, executive orders, and other presidential documents. Contains proposed and final guidelines for federal grant programs.

Federal Share: The portion of total grant project costs paid for by the federal granting agency.

Fiscal Year (FY): A twelve month period for which annual accounts are kept. The College's fiscal year is July 1 through June 30. The federal fiscal year is October 1 through September 30.

Fringe Benefits: Benefits such as life and health insurance, retirement funds, unemployment compensation, and workers compensation that are paid to employees in addition to their salaries.

Funding Opportunity Announcement: A publicly available document by which a federal agency makes known its intentions to award discretionary grants or cooperative agreements, usually as a result of competition for funds. A funding opportunity announcement may be known as a program announcement, notice of funding availability (NOFA), request for proposal (RFP), solicitation, or other name depending on the agency and type of program. *See also **Notice of Funding Opportunity**.*

Grant Accountability and Transparency Act (GATA): A federal act that establishes uniform administrative requirements, cost principles, and audit requirements for state and federal pass-through awards to non-federal entities with a focus on improving performance and outcomes while ensuring transparency and the financial integrity of taxpayer dollars.

Generally Accepted Accounting Procedures (GAAP): A set of standards developed by the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB) that guide how financial statements are prepared and presented.

Grant: A non-repayable sum of money given by one party (e.g., government entity, corporation, or private foundation) to a recipient, such as an institution of higher education. Grants are considered restricted funds that can be used only for the activities explicitly described in the grant application and subsequent grant agreement.

Grant Agreement: A written document that memorializes the terms and conditions of a grant award.

Grant Period: Also known as the funding or project period, this is the timeframe during which a grant recipient is expected to carry out grant project work and expend awarded funds.

Grantor: The entity that awards funds to carry out projects.

Illinois Community College Board (ICCB): The state coordinating board for community colleges that is responsible for administering the Public Community College Act. The ICCB consists of 11 members appointed by the Illinois governor and one nonvoting member selected by the Student Advisory Committee.

Illinois Debarred and Suspended List: A list of individuals and entities that are ineligible, either temporarily or permanently, from receiving State awarded grant funds. This list is maintained by the Governor's Office of Management and Budget.

Indirect Costs: Also referred to as administrative expenses, overhead, or F&A costs, indirect costs are those incurred to carry out the work of a grant-funded project but that cannot be attributed to specific activities and, therefore, cannot be charged directly to the grant (e.g., building utilities, IT support, accounting, departmental administration, etc.).

In-Kind: See **Matching Funds**.

Letter of Commitment: A letter signed by an applicant's partner organization and that confirms their commitment to contribute specific items and services to a grant project, such as funding, staff time, physical space, and numerous other resources that have cash value.

Letter of Support: A letter signed by any number of grant project stakeholders that demonstrates their support for the applicant and the project, including why the proposed project is necessary and/or beneficial.

Logic Model: A visual representation of the relationships between the resources an applicant needs to operate a program, the activities planned, and the outcomes to be achieved. Many funders require logic models as part of their application packages.

Matching Funds: Cash or in-kind support (i.e., any institutional resource not acquired using the grant award) that the grantee contributes to a project. Matching fund amounts vary depending on the requirements of the grantor.

Memorandum of Understanding (MOU): A formal document that describes the cooperative relationship between the fiscal agent and its external project partners.

MyTriton: Triton College's secure intranet site for students, faculty, and staff.

Needs Statement: Also called the problem statement, the needs statement is a core component of a grant proposal that describes the situation motivating the applicant to seek a grant. More specifically, it uses both quantitative and qualitative data to explain why the situation matters and what is causing it.

Notice of Funding Opportunity (NOFO): An announcement and description of a grant opportunity that includes the purpose and goals of the grant program, applicant eligibility criteria, funding amount, and timelines. *See also **Funding Opportunity Announcement**.*

Notice of State Award (NOSA): A pre-award notification of funding terms, specific conditions, and statutes applicable to a grant award made by the State of Illinois. *See also **Award Letter**.*

Object Code: A nine-digit code that classifies a type of financial transaction (e.g., meeting expenses, travel, supplies).

Pass-Through Funding: Funds issued by a federal agency to a state agency or institution that are then transferred to other state agencies, units of local government, or other eligible groups per the award eligibility terms. The state agency or institution is referred to as the "prime recipient" of the pass-through funds. The secondary recipients are referred to as "subrecipients." The prime recipient issues subawards as competitive or noncompetitive as dictated by the prime award terms and authorizing legislation.

Principal Investigator (PI): An individual, usually an employee who holds an academic appointment, with the appropriate level of authority and responsibility to direct a project supported by a grant. The role of PI is most common in federal research grants.

Prime: The state agency or institution that submitted a grant application and through which awarded funds are distributed to partnering entities (i.e., subrecipients). The prime recipients are often responsible for gathering project performance and financial data from subrecipients to include in progress reports submitted to the grantor.

Prior Approval: The grantor's written permission to modify aspects of the grant project, such as the budget, activities, and outcomes.

Procurement: The process of acquiring goods and services from an external source, often via a tendering or competitive bidding process.

Project Director: The individual responsible for leading the development and administration of a grant-funded project.

Program Officer: The federal or state agency representative associated with a specific grant program who monitors awarded grant projects (i.e., performance and budget expenditures) and provides technical assistance to awardees.

Proposal: A cogent, persuasive, well-supported written argument for why a grantor should financially support an applicant's proposed project.

Purchase Order: A document sent from a buyer to a supplier to request specific products or services.

Request for Proposal (RFP): An announcement by an entity that it is accepting proposals to accomplish a specific objective and/or award funds. *See also **Funding Opportunity Announcement**.*

Requisition: A request to the College's purchasing department for specified goods or services. If the request is approved, the requestor will submit a purchase order to a supplier for approved goods or services.

Restricted Funds: Monies set aside for a particular purpose. Grant funds are restricted because the grantor and grantee have entered into an agreement, as described in the grant proposal, which specifies how the awarded funding is to be expended. *See also **Grant**.*

Scope of Project: The description of the work to be performed or completed during a grant-funded project. All requests for change in scope of project require approval from the Grants Development Office and, if required per the grant agreement, the grantor.

Schedule of Expenditure for Federal Awards (SEFA): The SEFA is a supplemental schedule to the financial statements that an organization is required to produce when it expends \$750,000 or more in federal awards during the fiscal year and is, therefore, subject to the single audit requirement.

State Share: The portion of total grant project costs paid for by the State of Illinois.

Site Visit: A pre-scheduled time during which a grantor visits a grant applicant or recipient's organization to assess project facilities and other resources as well as review a project's work plan, objectives, and (if already in the implementation stage) progress with key grant project personnel.

Stipend: A fixed sum of money paid to individuals when they perform work or participate in activities not covered by their salary.

Subaward: An award provided by a pass-through entity to a subrecipient, who is expected to contribute in some way to the successful execution of the awarded project. A subaward may be provided through any form of legal agreement, including an agreement that the pass-through entity considers a contract.

Supplanting: Use of grant funds to pay for ongoing activities that an institution has already budgeted for (i.e., usual activities assigned to a position).

Supplies: Consumable items (e.g. chemicals, laboratory breakables, stationery, printer ribbons, etc.) required for a grant project and, per unit, valued under \$5,000.

Terms of Award: Legal requirements imposed on a grant or agreement by the grantor, whether by statute, regulation(s), or terms of the award document. The terms of a grant agreement may include both standard and special provisions that are considered necessary to protect the grantor's interests.

Time and Effort: The distribution, usually as a percentage, of all effort and time that an employee expends on a grant project.

Unexpended Funds: The portion of awarded funds that was not spent during a specific grant or budget period.

Uniform Budget: A budget template specific to State of Illinois grant program applications.

Unrestricted Funds: Monies with no requirements or restrictions as to their use or disposition. Gifts from individual donors are sometimes considered unrestricted funds.

WebAdvisor: Triton College's web-based information management system. Triton employees access the College's administrative database through WebAdvisor, including grant financials.

THANK YOU!

A black and white photograph showing a pair of hands cupping a stack of coins. A small, thin plant with several leaves is growing out of the top of the coin stack. The background is a soft-focus outdoor scene.

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