Guidelines for Grants Development

Office of Grants Administration

http://www.bergen.edu/grants

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Welcome to Grants Development

This guide is designed to provide an overview of institutional grants development procedures at Bergen Community College. It provides basic information on the grants process, general guidelines for getting started on developing your project ideas, and information on preparing and submitting your proposal for grant funding.

We will meet and work with you throughout your grant development experience, but you should also feel free to contact the Office of Grants Administration at any time with questions or concerns:

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Be sure to visit the Bergen Community College Institutional Grants Website for additional information and resources, including: successful grant proposals, grant funding resources, guidelines, and much more. You will find us at: http://www.bergen.edu/about-us/grants/

I. OVERVIEW OF GRANTS

1. Institutional Grants

A grant is a contract for financial or material resources bestowed by a funding agency for the purpose of achieving specific, predefined goals and objectives. Institutional grants at Bergen Community College generally come in two forms: entitlement grants and discretionary or competitive grants. Entitlement grants allocate an equitable proportion of available funds to all eligible institutions on the basis of a particular formula. For example, the Perkins Career and Technical Education grant is an entitlement grant. Bergen Community College is annually awarded a share of available Perkins funding according to a formula that applies to all eligible educational institutions.

Discretionary grants, on the other hand, are competitive. Eligible colleges and institutions design projects that are consistent with the funding agency's guidelines and develop proposals that are judged by reviewers on the basis of specific criteria. Proposals determined to be of the best quality win the grant award. Recent BCC awards include:

USDA NIFA NextGen Grant – A $4.5 million grant to promote farm, agricultural, natural resources and health (FANH) ccience careers and to create a pathways for certification and degree attainment in related fields

USDA NIFA HSI Education Grant – A $1 million grants to create degree pathways for HSI institutions

Trees for School (T4S) Grant - A $250,000 grant from NJ DEP and TCNJ to provide support to plant trees on high school and college campuses statewide.

2. The Grants Office

The Grants Office provides services to facilitate the design, development, and acquisition of discretionary as well as entitlement grants that further the mission and goals of Bergen Community College. Specifically, Office staff members

- Assist in identification of appropriate funding sources.
- Facilitate planning and budgeting of proposed projects and activities.
- Provide technical assistance and support in development of proposals.
- Help ensure project consistency with Bergen's mission and priorities, with funding agency requirements, and with applicable state and federal guidelines.
- Coordinate preparation and submission of all proposals for grant funding.

Benefits of Grants at Bergen Community College

Grant funded programs provide significant and far-reaching benefits to the Bergen Community College community. The College encourages faculty and staff to develop projects for outside funding that further the college's mission, goals, and strategic priorities. Such projects often secure substantial resources that may not be available through BCC's normal operating budget. They may also provide extraordinary opportunities that:

- Secure laboratory and technological equipment to enhance the quality and extend the scope of current programs and activities.
- Enable faculty to create innovative curricula and instructional tools and engage in cutting-edge research and scholarship.
- Create new learning opportunities and pathways to meet emerging needs of faculty, staff, students, and the community.

3. Costs of Grants

While the benefits of grant funded projects and sponsored research are often great, few come without a price. Even the most richly funded project can bring substantial indirect and in-kind costs for the college. Release-time that gives a faculty member the opportunity to work on a special project will require classroom replacement by a colleague or adjunct. New or expanded programs may require additional space or facility renovations. Even a small project may require substantial college costs in the form of faculty or staff salaries and benefits; equipment and laboratory use; office or classroom space; counseling, tutoring, admissions, recruiting or other college services; clerical support; and more. Therefore, all proposals and applications for special projects must be carefully considered in the context of financial commitments that will be required by the College for the grant period as well as to support any sustainability or institutionalization goals

4. Eligibility

Full time faculty and staff of Bergen Community College are eligible to develop grant funded research and project proposals for submission through the Grants Office. Adjunct faculty and part-time staff may participate in the development of proposals and may be included as proposed project staff, with department and division approval. When a proposal is funded, specific project support for personnel will be consistent with terms and conditions of grant project personnel as specified in the Bergen Community College Policy Manual and appropriate employment contract.

5. Authority for Grants

The Bergen Community College Board of Trustees is the sole authority for approving the submission of grant proposals for Bergen Community College. The President reviews all proposals and makes recommendations to the Board. The President or her designee is authorized by the Board to execute necessary documents for grant proposals that have been approved.

6. Academic Department, Division & Executive Approvals

It is important to gain institutional approval for your grant idea before you invest too heavily in developing the project. A brief description of your concept and a tentative budget must be submitted for review and approval by (1) your department head/coordinator, (2) the respective school/division dean, (3) the Academic Vice President or Vice President for Student Services, as appropriate, and (4) the Executive Council before a final proposal is developed. The review process is designed to ensure proposed projects are consistent with institutional priorities and will have the support required for success. A copy of the approval form is available in Attachment A of this document.

7. Grant and Contract Awards

Grants and contracts are awarded to the Board of Trustees of Bergen Community College or to the Bergen Community College Foundation. They are not awarded to an individual who may be the initiator of the grant. The Board of Trustees of Bergen Community College or the Foundation accepts the programmatic and fiduciary responsibility for all grants and contracts awarded. As such, the College bears ultimate responsibility for fulfilling the objectives of the project and for complying with all fiscal, legal, and contractual requirements.

8. Priorities for Grant Project Development

Grant projects are most effective when they are developed to address real needs that are consistent with the College's mission and goals. Priority is generally given to projects and activities that support:

- Equipment and resources for programs to which the College is already committed.
- Other elements of programs (e.g., curriculum development, student support) to which the College is already committed.
- New programs that enhance specific aspects of the College's long range plan or current priorities and are self-supporting for their duration.
- New initiatives that may not be self supporting, but would enhance specific aspects of the College's long-range plan or current priorities. Such projects could be limited to the life of the grant or be designed for integration into the ongoing operation of the college.

II. TASKS & TIMELINES FOR GRANT PROPOSAL DEVELOPMENT

It is important to consider institutional tasks and timelines as well as the requirements and deadlines that are specified by funding agencies. While BCC tasks may at first appear to be cumbersome, they are designed to ensure that your grant-funded project is consistent with the college's mission, goals, and priorities. As importantly, they will also make it more likely that the facilities and resources you need to implement your project are in fact available when

your project gets funded. General tasks and timelines required both by Bergen Community College and by typical funding sources are discussed below.

1. Develop your concept

Based on the needs and interest you and your colleagues identify, develop a basic concept piece that describes what you want to do, how you might go about doing it, and what resources you might need to carry out the project. A brief outline of key grant proposal elements is attached below that may be useful for developing your concept.

2. Meet with Grants Office

It is helpful to discuss your grant ideas with the grants office early in the development process. The office can help in a number of ways by assisting in:

- Identifying current solicitations or Requests For Proposals;
- Considering long and short term implications for BCC;
- Finding additional funding sources and potential partners for the project;
- Reviewing requirements for cost sharing;
- Exploring project design and evaluation issues;
- Detailing potential impact on facilities as well as ancillary services, i.e., clerical support, mail room, payroll, telephone, etc.

Once your initial planning is complete and approvals are obtained, the office will continue to assist in preparing application forms and writing the narrative, editing and proofing the final proposal, obtaining Board of Trustees' authorization and necessary signatures, and expediting delivery.

3. Review the Request for Proposals (RFP) or Notice of Grant Opportunity (NGO)

Funding agencies generally release notification of funding 45 days or so in advance of proposal due date. The RFP or NGO typically contains the complete grant application materials and guidelines. These should be reviewed carefully to determine if grant purposes are consistent with your interests and those of the college.

4. Attend Technical Assistance Workshops

Most funding agencies arrange sessions for proposers to learn more and ask questions about proposal and grant requirements. These are usually scheduled about 30 days prior to the proposal submission deadline. Even if you feel totally comfortable with the application process, you should not miss this opportunity. New regulations, corrections, or changes to application materials are often presented at the sessions.

5. Develop the Concept and Draft Budget

A one-page project description (abstract) and an estimated draft budget are generally enough to facilitate discussion and approval by your department, division, vice president, and the Executive Council. The abstract should provide your colleagues with a general

understanding of the project concept and purposes, the need it addresses, goals and activities, benefits to the target audience and the college, and college resources that will be required. A draft of the budget needed to carry out the project must be attached. The Grants Office can assist in the development of the proposal concept and draft budget for administrative review, if necessary. Attachment D contains an outline of elements that are helpful to include in your abstract or concept paper. Attachment E provides a format for estimated budget line items.

6. Gain Department, Division & Executive Approvals

Submit your application cover sheet with abstract, human subjects information, and draft budget to your department head, division director, vice president, and the Executive Council for approval. Schedule an initial meeting to explore staffing, facility, equipment and other issues you and the department head and dean can anticipate. Approval at this stage will minimize the possibility of devoting time and effort to a project that cannot be completed. Use the approval form in Attachment C as the cover sheet for your concept and budget.

7. Mobilize Your Grant Planning Team

Project planning should include colleagues who will work with you on the grant project as well as those who will be affected by it. It is useful to present plans at a department or school/division meeting. In addition, if the project involves new room arrangements or equipment acquisition, you will need to involve appropriate representatives from facilities, OIT, and the departments or divisions early in your development process.

8. Develop Your Plan

Effective grants begin with a comprehensive plan for proposal development. Thorough planning will result in a grant proposal that serves two distinct purposes. First, it will function as a persuasive and compelling justification for funding the project. Second, as a contract with the funding agency, it will provide you and your project team with clear and measurable action steps for implementation. Poorly planned projects sometimes get funded, but they are terribly difficult to manage and monitor. Depending on the project's complexity, planning can be fairly labor intensive. The RFP will provide specific details, but planning elements to consider for nearly all proposals will include:

- The need or problem your project addresses.
- Your project plan for meeting the need or problem.
- Specific goals and objectives you will accomplish.
- Timelines, personnel, and indicators or benchmarks that will aid in determining project success.
- An evaluation plan that will measure the project's impact and value.
- How the project will be continued when funding ceases.

In planning, it is essential that you consult with all departments of the college that will be affected by the project. This must occur at the start of the planning process, not when the proposal is nearly completed. For example, a proposal to create a state-of-the-art-training program might require curriculum development, tutorial and counseling support, alternative

recruitment methods, specialized equipment, upgraded facilities, cutting-edge instructional supplies and resources, and more. To ensure project success, potentially affected college departments and programs should be consulted as soon as your project concept is approved. Include them in your project plans. The Grants Office will work with you to facilitate planning with needed college services. These may include:

- Student support services.
- Facilities renovation or equipment installation.
- Information Technology support for hardware and software requirements.
- Institutional research support for ongoing project evaluation.
- Special admissions or recruitment procedures.
- Adaptive technologies or other specialized services.
- Scholarships and financial aid.

9. Build the Budget

Your budget can make or break your project. Funding agencies are reluctant to support even the best proposal if project costs cannot be justified. Construct your budget carefully, following the guidelines in your RFP. The Grants Office will assist with budget development, but you can start by brainstorming costs with your project team using the budget estimate form in Attachment F.

Begin with specific objectives that need to be accomplished and the individual tasks that are required to complete those objectives. Determine your staffing needs by estimating the amount of time needed to complete individual tasks. Then consider additional resource needs. The grants office will assist in determining cost projections, and if allowable and appropriate, build indirect costs into the budget as requested funds or as institutional match funds (See Attachment D). Indirect costs are those facilities and administrative expenses that are not a direct part of the grant, but are nonetheless necessary for ensuring its success.

10. Submit Proposal for Administrative Review

A copy of the proposal should be submitted to the Grants Office a minimum of 10 days prior to the grant due date for review and final approval.

11. Education & Student Affairs Committee Review

The Education Committee of the Bergen Community College Board of Trustees meets prior to the Board's monthly meeting to review educational issues and developments, including proposals for grant funding. If the committee approves a proposal, it then recommends that the Board approve a resolution to submit the proposal.

12. Board of Trustees Authorization

The Bergen Community College Board of Trustees meets each month. Board authorization is required both for submission of grant proposals and for acceptance of grant awards.

III. ATTACHMENTS

A. Approval to Develop Proposal for External Funding

B. Is Your Project/ Research Exempt from Human Subjects Review?

C. Approval to Develop Proposal for Outside Funding

D. Suggested Concept Outline for Proposed Grant Projects

E. Grant Project Budget Estimate

F. Potential Budget Items for Indirect Costs or Institutional Match

G. Approval to Submit Proposal for Board of Trustees Review

H. Regulations and Requirements

BERGEN COMMUNITY COLLEGE
Attachment A
Approval to Develop a Proposal for Grant Funding

Six basic steps are required to gain approval to develop a proposal for grant funding. The process is designed to ensure all proposed projects are consistent with identified Bergen Community College priorities and that they will have the institutional support and resources required for success. Questions, issues, or concerns raised at any level may need to be addressed before development can proceed. Therefore, it is important that you start this process early. Remember; ***Grant deadlines are not negotiable.***

1. Work with colleagues on your project team to develop a one to two page concept description and a draft budget for your proposed project. A concept outline guide is available here. A budget worksheet is available here.

2. Review your concept and budget materials with the Grants Office.

3. Discuss the concept and budget with your department and any other department that might be impacted by the project. Involvement of colleagues is especially important at this stage to ensure their buy-in and their insights. *(As an example: You may be proposing a project that integrates innovative math instructional practices and student support in the form of counseling and the tutoring center. For such a project to move forward, approval would be needed from three departments: math, counseling, and tutoring.)*

4. Obtain relevant signatures from your department head, dean, and vice president on the "Request to Develop" form *(see next page).* Be sure your concept and budget are attached for their review.

5. Return the approved request package to the Grants Office and we can initiate development process. Simultaneously, the Grants Office will then submit the request to the Executive Council for its institutional review. *The Executive Council includes the Academic Vice President, Vice President for Student Services, Vice President of Administrative Services, Vice President of Continuing Education and Community Outreach, and the President.*

6. Formal proposal development will proceed with Executive Council and President's approval.

Approval Form follows on next page …

BERGEN COMMUNITY COLLEGE
Request to Develop a Proposal for External Funding

Faculty/Staff Initiator: **Date:**

Project Title:

Proposed Funding Source & Due Date:

Academic Departments & Support Services Involved:

Facility & Equipment Requirements:

Will the proposed project involve research on or collection of data or identifiable private information about students or other human subjects? (See the following page for outline/guidance on possible need for IRB Human Subjects review)

Yes ☐ **No** ☐

Will Bergen have to make future commitments (financial, personnel, etc.) following the conclusion of the external funding of the project?

Yes ☐ **No** ☐

If "Yes" please provide an explanation about the future commitments.

Project Summary *(50 words or less below -- Attach 1-2 page concept and budget plus the following project development authorization form to this cover***:**

Attachment B

Is Your Project or Research Exempt from

Human Subjects Review?

For Institutional Review Board (IRB) guidance and the application process contact
http://www.bergen.edu/about-us/institutional-effectiveness/institutional-review-board/

As a general rule, the involvement of human subjects in research is exempt in the following categories

(1) Research conducted in established or commonly accepted educational settings, involving normal educational practices, such as (a) research on regular and special education instructional strategies, or (b) research on the effectiveness of or the comparison among instructional techniques, curricula, or classroom management methods.

(2) Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless the information identifies the subjects and disclosure could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation. However, *If the subjects are children, research involving interview or survey procedures and research involving observations of public behavior in which the researcher(s) participate in the activities being observed are* ***not*** *exempt.*

(3) Research involving the use of educational tests and research involving observations of public behavior in which the researchers do not participate in the activities being observed are exempt. This research is not exempt if the human subjects are elected or appointed public officials or candidates for public office, or federal statute(s) require(s) without exception that the confidentiality of the personally identifiable information will be maintained throughout the research and thereafter.

(4) Research involving the collection or study of existing data, documents, records, pathological specimens, or diagnostic specimens, if these sources are publicly available or if the information is recorded by the investigator in a manner that subjects cannot be identified, directly or through identifiers linked to the subjects.

(5) Research and demonstration projects which are conducted by or subject to the approval of Department or Agency heads, and which are designed to study, evaluate, or otherwise examine: (a) public benefit or service programs; (b) procedures for obtaining benefits or services under those programs; (c) possible changes in or alternatives to those programs or procedures; or (d) possible changes in methods or levels of payment for benefits or services under those programs.

(6) Taste and food quality evaluation and consumer acceptance studies, (a) if wholesome foods without additives are consumed, or (b) if a food is consumed that contains a food ingredient at or below the level and for a use found to be safe, or agricultural chemical or environmental contaminant at or below the level found to be safe, by the Food and Drug Administration or approved by the Environmental Protection Agency or the Food Safety and Inspection Service of the U.S. Department of Agriculture.

BERGEN COMMUNITY COLLEGE
Attachment C
Approval to Develop a Proposal for Outside Funding

Date submitted to Grants Office for review _____

☐ Project, staffing, and budget approved for development ☐ Not approved

COMMENTS:

Director/Department Head

_____ Date _____
Signature

☐ Project, staffing, and budget approved for development ☐ Not approved

COMMENTS:

Division Dean

_____ Date _____
Signature

☐ Project, staffing, and budget approved for development ☐ Not approved

COMMENTS:

Vice President for Academics or VP for Student Services or Dean of Continuing Education

_____ Date _____
Signature

☐ Program, staffing, and budget approved for development ☐ Not approved

COMMENTS:

Executive of Administrative Services

_____ Date _____
Signature

☐ Program, staffing, and budget approved for development ☐ Not approved

COMMENTS:

President's Cabinet

_____ Date _____
Signature

BERGEN COMMUNITY COLLEGE
Attachment D
Suggested Concept Outline for Proposed Grant Projects

Use the following outline as a guide for describing your proposed project.

I. Overview of the project

This first section describes your overall purpose for the project, explaining

- *What is your vision?*
- *Who will be your target audience?*
- *What benefits are expected for them, the college, and/or the field at large?*

II. Need for the project

All potential funding sources will want to know:

- *What need or problem is your project designed to address?*
- *Why is it so important for you to deal with that problem or need through Grant funding?*
- *Can, or how, will the project or project elements be sustained after award funding ends?*
- *What data, statistics, and examples substantiate your claims?*

III. Goals & Objectives

- *What are your goals (specific things you want to accomplish)?*
- *What are the objectives (action steps to attain your goals)?*
- *How do these relate directly to the need?*

IV. Project Description

- *What process will you use to accomplish objectives?*
- *What is the time frame and sequence?*
- *Who will carry out the project?*
- *Have you already started the project? What are accomplishments so far?*

V. Evaluation

- *What outcomes do you expect for the project, both immediate and long term?*
- *What quantitative data will you collect? What qualitative data?*
- *How will you assess the success or effectiveness of the project?*

VI. Budget

- *What money and resources are needed over what length of time?*
- *How much of your time will be needed to carry out the project?*
- *What other specific resources are needed for project success (personnel, equipment, supplies, facilities, travel, et cetera)? Why are they necessary?*
- *What other sources of support might be sought for this project?*

BERGEN COMMUNITY COLLEGE
Attachment E
Grant Project Budget Estimate

Provide an estimate of the fiscal and resource support you will need from the funding agency and from the college. Typical budget categories are provided below to help you estimate costs required to insure a successful project. Add other costs as necessary.

Budget Category	Grant Request	Institutional Commitment	Other Funding
Faculty release time			
a. admin/coordination			
b. instructors			
c. counselors			
d. tutors			
e. other (specify)			
Faculty fringe (29%)			
Non-faculty time			
a. admin/coordination			
b. instructors			
c. counselors			
d. tutors			
e. other (specify)			
Non-faculty fringe			
Clerical salaries			
Clerical fringe			
Faculty summer hours			
Professional Service			
Travel			
Equipment			
Facilities			
Furniture			
Software			
Other inst materials			
Dissemination			
Other (specify)			
INDIRECT COSTS			
PROJECT TOTAL	**$**	**$**	**$**

BERGEN COMMUNITY COLLEGE
Attachment F
Potential Budget Items for Indirect Costs or Institutional Match

Indirect costs that may be provided by a funding agency (e.g., National Science Foundation, U.S. Education Department) are meant to cover administrative and facilities costs that are not paid for by the grant, but that are necessary for carrying it out. Some of these indirect costs may include:

- executive administration (President & Vice Presidents) oversight;
- general administration (controller, accounting, purchasing, payroll, personnel, fiscal management/reporting);
- a portion of salaries for division dean, program coordinator or department head, and secretary or clerical staff who will necessarily devote time to support project implementation;
- general operations and maintenance (HVAC, lighting, services for facilities, grounds, and security) of buildings and equipment used by or associated with the grant funded program;
- program promotion, recruitment, dissemination (unless covered as direct costs;)
- technology (computer lab upgrades, telephone & internet connections);
- library/learning resources (books, journals, electronic resources in support of faculty, staff, and students associated with the sponsored program);
- student performance tracking, grants management, and reporting;
- support of facilitation of implementation, quality control, and evaluation.

BERGEN COMMUNITY COLLEGE
Attachment G
Approval to Submit Proposal for Board of Trustees Review

Submitted to Grants Office for administrative review with signatures of appropriate Chair, Dean, and VP on ____

☐ Project plan, staffing, and budget approved for development ☐ Not approved
COMMENTS:

Director/Department Head

_____ Date _____
Signature

☐ Project plan, staffing, and budget approved for development ☐ Not approved
COMMENTS:

School Dean

_____ Date _____
Signature

☐ Project plan, staffing, and budget approved for development ☐ Not approved
COMMENTS:

Academic Vice President or Chief of Student Services or Dean of Continuing Education & Community Outreach

_____ Date _____
Signature

☐ Project plan, staffing, and budget approved for development ☐ Not approved
COMMENTS:

Chief of Administrative Services

_____ Date _____
Signature

☐ Project plan, staffing, and budget approved for development ☐ Not approved
COMMENTS:

President's Cabinet

_____ Date _____
Signature

BERGEN COMMUNITY COLLEGE
Attachment H
Regulations and Requirements

Proposals must be consistent with the mission, goals, and strategic priorities of Bergen Community College, policies established by the Board of Trustees of Bergen Community College, laws of the State of New Jersey, the State of New Jersey Administrative Code, and applicable federal laws and regulations. The Grants Office will provide needed support in this area. However, depending on your funding source, other resources you may find useful include:

- Bergen Community College Policies and Procedures for Project Personnel as described in the *Bergen Community College Policy Manual and Administrative Guidelines, Regulations, and Procedures*. Copies are available in Division Offices and in the Grants Office.

- New Jersey Department of Education, Grant Recipient's Manual for Grants
  http://www.state.nj.us/njded/grants/discretionary/management/

- Education Department General Administrative Regulation (EDGAR)
  http://www.ed.gov/policy/fund/reg/edgarReg/edgar.html

- Code of Federal Regulations
  https://www.ecfr.gov/cgi-bin/text-idx?node=2:1.1.2.2.1&rgn=div5%20-%20se2.1.200_10

When You Win Your Award: Responsibilities for Grant Project Directors

Project Directors or Principal Investigators have critical responsibilities in leading the grant. fulfilling its goals and objectives, and supporting its financial and programmatic requirements. These are detailed in a booklet on Grants Management: Guidelines for Project Directors. In general, however, PDs or PIs are responsible for carrying out all tasks that were specified in the proposal which, when funded, becomes a legally binding contract. These include:

- Implementation of project activities.
- Purchasing and maintaining equipment and supplies.
- Supervising staff and subcontractors, as appropriate.
- Preparing and submitting quarterly, interim, and final reports, as may be required.
- Ensuring project evaluation and quality control.
- Integrating or institutionalizing the project at the conclusion of funding.

However, the PD does not work alone. Ongoing assistance is provided by the Grants Office, Purchasing, Accounting, Buildings and Grounds, and other support offices as needed.