



# Grant Application Procedures Manual

Piedmont Virginia Community College

Institutional Advancement

Grants Office

Revised January 2009

## INTRODUCTION

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Grants can be an integral part of improving the strength and quality of PVCC by funding projects that allow PVCC to meet its mission to prepare students for transfer to four-year institutions or for high-demand careers that support the region's economy. Recently funded projects demonstrate that grant funding can:

- Attract and retain new students, faculty, and staff
- Upgrade current programs, equipment, and facilities
- Provide new educational opportunities and resources
- Promote and enhance diversity and accessibility
- Expand services and activities provided to the community
- Continue the PVCC quest to become a world-class institution

PVCC is particularly committed to pursuing grants to fund those projects that will accomplish the college's short- and long-term strategic initiatives and institutional priorities and that meet PVCC's overall mission to provide accessible, quality education to the citizens of Charlottesville and Albemarle, Buckingham, Fluvanna, Greene, Louisa, and Nelson counties.

The purpose of this manual—and the Grants Office—is to assist faculty and staff in developing grant proposals that will succeed in procuring institutional grant funding.

### ***Who to Contact:***

Robert J. Antrobus  
Grants Officer  
Room 727, Jessup Library  
(434) 961-5278  
[rantrobus@pvcc.edu](mailto:rantrobus@pvcc.edu)

(Pursuit of professional development or other grants for individuals will remain the responsibility of those individuals, but please contact the Grants Office for consulting and referral services and to share a final copy of your proposal for the PVCC grants archive.)

## HAVE A BRILLIANT IDEA FOR A PVCC PROJECT?

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All great projects start with an idea. Your job as the visionary is to figure out how PVCC can implement your idea (plan a project) and make a case for why your idea deserves funding (create a proposal). The job of the PVCC Grants Office is to partner with you and your project team to match what you've planned with potential funding sources and to help develop your initial proposal into a competitive grant application.

Contact the Grants Office early in your grant development process. The PVCC Grants Office policies and procedures have been designed to encourage a coordinated, consistent, and efficient approach to the development process. Dozens of new grant announcements surface in any given week, so please stop by Room 727 in the Jessup Library or email the Grants Officer ([rantrobus@pvcc.edu](mailto:rantrobus@pvcc.edu)) with your ideas so we can search those postings with your needs in mind.

Along with meeting the eligibility requirements and deadlines in any grantor's funding announcement or Request for Proposals (RFP), a grant proposal must clearly demonstrate why PVCC's project deserves the grantor's support, how the project matches the grantor's interests, and how effectively the college will initiate, manage, and evaluate project activities and resources if the project is funded. In the highly competitive world of higher education grant-seeking, the odds of success for any proposal that does not present a well-planned project are slim to none. According to industry reports ([crdnet.org](http://crdnet.org)), the success rate for major grant proposals ranges from a low of 10% to 30%, so it's crucially important to do everything possible to improve the odds by giving grant readers what we know they want. For instance, only 24% of all eligible Department of Education Title III submissions were funded in FY2003; that means that out of more than 300 applications, just over 70 projects received funding. The most competitive grant applications are those that convince reviewers of both the merit and thoughtful preparation of the proposed project. Federal grant reviewers will be looking for a carefully thought-out plan that's ready for implementation once funding is approved.

Much as everyone hopes to pursue a pool of "free money"—especially if there's a great idea under discussion that appears to match the grantor's priorities—the successful proposals are those that go beyond describing a brilliant idea and justifying need to proving that the proposed project has been thoroughly researched and carefully designed, will be closely monitored by a well-qualified Project Director, and will produce successful results for students, the college, and the funding agency or foundation. In other words, it's nearly impossible to successfully bluff your way past a grant reviewer or make a case for a great idea without presenting a solid project through which the idea will be implemented.

How does all of that relate to your part in the PVCC grants process? It means that you're strongly encouraged to continue to brainstorm ideas that will improve college services, initiatives, and pro-

grams, and to always keep alert for funding sources—but please then also be prepared to present a carefully considered plan for the project(s) you believe PVCC should undertake in order to implement those brilliant ideas. Consulting with the Grant Writer and completing the forms found in this manual should be helpful to you and your colleagues as you begin the proposal development process.

## WHO DOES WHAT? ROLES AND RESPONSIBILITIES OF COLLEGE OFFICES

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Grant development involves cooperation between project visionaries, planners, and their supervisors, the Grants Office, and other PVCC staff and administration at all levels. Following is a general outline of the roles and responsibilities of key personnel on grants projects:

### **A. *The President***

1. Sets funding priorities.
2. Must approve pursuit of grant-funding opportunities.
3. As the ONLY authorized institutional official, signs all grant proposals, letters of intent, letter of inquiry, support letters, and partnership agreements.
4. Is the final authority in the approval of grant budgets.
5. After award of funding, approve any revisions to objectives and budget.

### **B. *Vice President for Instruction and Student Services***

1. Must approve pursuit of grant-funding opportunities.
2. Provide leadership during development of all grant projects and grant budgets that affect academic programs, student support services, and workforce programs.
3. Contribute information on feasibility and desirability of the project.
4. Approve Project Director, other key personnel for grant-funded projects.
5. Serve as Project Director, when appropriate.
6. After award of funding, approve any revisions to objectives and budget.

### **C. *Vice President Finance / Business Office***

1. Must approve pursuit of grant-funding opportunities.
2. Review and approve grant budgets, including cash and in-kind match amounts.
3. Monitor expenditures, budget amendments, and other fiscal matters related to grant-funded projects, which may include issues of:
  - a. Matching funds arrangements between the college and collaborators.
  - b. In-kind contributions.
  - c. Indirect costs and rate negotiation.
  - d. Development and maintenance (in coordination with Project Directors) of official records for audit purposes.
  - e. Review of requests for purchase and reimbursement.
  - f. Review of budgets and expenditures to insure accurate project accounting.
  - g. Draw down funds as required.
  - h. Prepare and submit quarterly (or other) financial reports.

### **D. *Director of Institutional Advancement and Development***

1. Must approve pursuit of grant-funding opportunities.
2. Coordinate communication with foundations, when appropriate.
3. Help eliminate duplicate requests to funding agencies from PVCC departments and the PVCC Educational Foundation.
4. Oversee Grants Office and assist President and Vice President for ISS in setting grant application submission priorities.

### **E. *Deans / Other Administrators***

1. Identify funding needs.
2. Identify potential Project Directors.
3. Seek appropriate faculty and staff to join grant/project development teams.

4. Provide technical assistance and expertise in project design and grant proposal development.
5. Ensure grant budget has all budget items necessary for successful implementation of the project.
6. Review and approve grant proposals in their respective area, with a special emphasis on ensuring feasibility of project plan: Make sure budget matches scope of activities and that timeline is reasonable.
7. Support and supervise the Project Director and the funded project activities.
8. After award of funding, approve any revisions to objectives and budget.

**F. *Project and/or Activities Directors (may be faculty, staff, administrators)***

**Grant Development Process**

1. Initiate grant-seeking process or respond to Grants Office after notification of a funding opportunity is circulated.
2. Complete PVCC "Request to Proceed with Grant Proposal" form; work with Grants Office to write one-page abstract.
3. Upon internal approval to proceed, establish grant project design team.
4. Gather data to demonstrate need for grant funding; Grants Office might be of assistance.
5. Search the literature for best practices, peer-reviewed research to support ideas for project; provide input and expertise in the development of grant project plan and activities.
6. With other key personnel, develop ideas into a project plan.
7. If collaboration with groups outside PVCC is a component of the plan, then managing this collaboration is also your responsibility, including obtaining letters of commitment (the Grants Office will draft them on request).
8. Write pieces of grant proposal.
9. Edit grant proposal portions that were written by other team members.
10. Work with team and Grants Office to meet RFP requirements/schedules.
11. Beginning with the draft budget template provided by the Grants Office, add all budget items necessary for successful implementation of the project.
12. Ensure feasibility of project plan: Make sure budget matches scope of activities and that timeline is reasonable. Remember if grant is funded, you have to deliver!
13. Plan for management and administration of the project.

**After Grant Submission: Before Final Award**

1. With other key personnel, respond to inquiries for additional information from the funding agency.
2. With other key personnel, determine if change in circumstances requires change to project plan or budget. Work with funding agency to obtain approval.
3. If not funded, request reviewers' comments.

**Grant Management: After Award of Funding**

1. Manage the project according to the approved statement of work/project description in the grant proposal and award letter.
2. Understand the regulations for the federal or foundation program that funds the project and manage the project according to those regulations. This includes ensuring compliance with funding agency schedules and requirements for:
  - a. Expenditures
  - b. Project activities
  - c. Evaluation activities, including maintaining any data not maintained by PVCC IR
  - d. Time and effort records for project personnel
3. Do all things that are described in the grant as your responsibility.

4. Work with your division and HR to hire and supervise grant-funded personnel.
5. Prepare progress reports, including evaluation results, as required.
6. Prepare renewal or no-cost extension requests.
7. Coordinate activities with funding agency, Grants Office, PVCC business manager, PVCC administrators, key project personnel, and evaluation personnel.

### **G. Grants Office**

The Grants Office provides the following services:

1. Monitor funding opportunities.
2. Notify the PVCC community of funding opportunities, RFPs, etc.
3. Help ensure proposed projects match college priorities, resources, and capabilities.
4. Connect related (potential) Project Directors who might both be considering similar projects.
5. Help avoid duplicate requests for funding from separate PVCC divisions to the same funding source.
6. Assist in completion of internal "Request to Proceed with Grant Proposal."
7. Based on Project Director's approved project plan and other supporting information, find appropriate funding opportunities.
8. Once project development team has been identified, facilitate brainstorming or story boarding sessions to assist team in arriving at goals and objectives.
9. Develop grant writing plan and timeline.
10. Facilitate communication between Project Director(s), division deans, Director of Institutional Research, Planning & Institutional Effectiveness, Finance Division, and other college areas in developing grant proposals.
11. Assist Project Director with coordination for the writing of pieces and parts of the proposal.
12. Write portions of proposal; provide "boilerplate" descriptions of college.
13. Develop draft budget; write budget narrative.
14. Facilitate communication with funding agencies.
15. Ensure compliance with sponsoring organization's rules and regulations.
16. Coordinate final editing, review by appropriate administrators, and packaging of institutional grants.
17. Obtain needed signatures and submit proposal package.
18. Provide grant development workshops and other grants resources for college faculty and staff.
19. Edit/proofread drafts of grant proposals for individuals as time permits.

### **H. College Board / Alumni Board / PVCC Senate**

1. May require presentations pre- and/or post-award of external funding.
2. Will pass resolutions in support of grant applications as necessary.

### ***Step One: Development and Discussion of Idea – Convert your brilliant idea into a working project plan (begin 3 to 12 months before known grant deadlines)***

- A.** Review college and division strategic initiatives, institutional priorities, and mission statements; consult with colleagues about how your ideas might become (or match) a project that solves college problems or meets divisional needs; identify potential funding sources. This step may lead to productive partnerships with other college groups working on similar projects.
- B.** Search for and review literature published in peer-reviewed journals related to your project. Find documented solutions to the problem you are trying to help PVCC solve. What have other colleges tried? What works? What doesn't? What questions remain unanswered? Analyze whether your idea takes a best practice one step further or is entirely innovative and untested (if so, find some literature that supports the underlying principles). Funding agencies look for these qualities; they are less interested in funding the simple implementation of old ideas.
- C.** Consult with the Grants Officer to obtain preliminary grant submission approval forms, to review the major criteria for institutional grant applications, to discuss possible funding sources, and for help with interpreting funding announcements and Requests for Proposals (RFPs) you may already have found.

### ***Step Two: Identify Funding Sources; Obtain Preliminary Approval – Submit “Request to Proceed with Grant Proposal” form to Grants Office***

**A.** One of the best ways to firm up an idea for a project is to write a brief but descriptive and persuasive sales pitch for the project assuming the intended reader knows nothing about the project you've planned. Please let your response to the following issues (and Appendices) be a guide as you convert your great idea into a fundable project plan—then submit the resulting one-page abstract of your project with the “Request to Proceed” form:

1. **Overview of the Project:** Describe the overall purpose for the project, explain your vision, your target audience and expected benefits for them, the college, and/or the field at large; tell how this project matches the grantor's stated interests.
2. **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? What data, statistics, and examples substantiate your claims? Why is PVCC uniquely qualified or positioned to accomplish the project and more deserving than its competitors to receive funding from the funding source?
3. **Goals & Objectives:** What are your planned goals (the conceptual end results you want to accomplish)? What are the plan objectives (steps that are concrete, measurable, achievable, and have a time dimension)? Be specific about broad goals, measurable objectives, and quantified outcomes. How do these relate directly to the needs you've identified?

4. Project Description: What process will you use to accomplish the objectives? What is the time frame and sequence? Who will carry out the project? Have you already started the project or has another institution tried a similar project? What are your accomplishments so far? Who will be your Project Director and key activity and/or management personnel? What are their qualifications?
5. Evaluation: What outcomes do you expect, both immediate and long term? What quantitative and qualitative data will you collect to assess the success or effectiveness of the project?
6. Budget: What money and resources are needed over what length of time? How much of your time (or that of other personnel) will be needed to carry out the project? What other specific resources are needed for project success, management, or evaluation (personnel, equipment, supplies, facilities, travel, etc.)? Why are they necessary? What other college or external sources of support might be sought for this project during and after the grant period? Would the funding you seek supplant or supplement existing funding streams? What match or in-kind contributions will PVCC be required to make (and what funds will provide for that?)

*Typical budget categories:*

Salaries: Usually expressed as percent effort for full-time faculty and staff or credit-hour cost for adjunct faculty. Don't forget to include summer hours if appropriate. Keep in mind needs for administration & coordination, instruction, tutors. Do not include as a direct cost funding for any job category or specific position that has been included in the negotiated indirect cost rate. Include a 5% annual raise for staff and 8% annual raise for faculty.

Fringe Benefits: 37% of salary for full-time personnel, 7.65% for part-time and adjuncts.

Professional development expenses for faculty and staff: Include conference registration fees and travel expenses in the Travel portion of the budget. Stipends to attend summer conferences should be included in the Salaries portion.

Professional Services & Contractual Fees: Include travel and fees for visiting consultants; licensing costs for software; subcontracts with other institutions; and any other contractual elements.

Equipment: This category is defined differently by different funding agencies. For some, only include items exceeding \$5,000 per unit; for others, include items with a life longer than one year and costing more than \$500. Again, don't include as direct costs anything that was included in the negotiated indirect cost rate.

Supplies: Include project-specific supplies that would not be used generally in the absence of the grant-funded project. Avoid including office supplies such as paper clips and pens, as these are part of the negotiated indirect cost rate.

Participant support costs: This category applies to projects where students receive direct funding such as scholarships, incentives, or stipends to attend program activities.

Other (specify)

Indirect costs: Also known as Facilities and Administration costs. These are not project budget items, but overhead/operational expenses that may result from project activities; usually must have a negotiated rate with the federal government; as of Fall 2006, PVCC was investigating the process for applying for an indirect cost rate.

**B.** Grants Office routes your completed "Request to Proceed with Grant Proposal" form and attachments to appropriate administrators for approval to proceed:

1. Appropriate Dean or Divisional Director
2. Director of Development
3. Vice President for Instruction and Student Services
4. Vice President – Finance
5. President

### ***Step Three: Formal Proposal Development – Go for the Gold***

- A.** After a project plan receives approval to proceed, the Project Director/team works with the Grants Officer to determine college strategy for pursuing funding sources and to establish the project team's responsibilities and schedule for preparing the grant proposal.
- B.** Project team and Grants Officer regularly consult with and/or submit proposal drafts for review to appropriate Deans / Vice Presidents / Administrators. (Also seek periodic draft review by objective "outside readers" not involved with the project.)
- C.** Grants Officer, Project Director, and team follow RFP instructions *closely* to insure compliance with required format and page limitations, endorsements, budget limitations, appendices, and signature requirements for the final grant package.
- D.** Grants Officer and outside readers perform final editing and review. (Fresh eyes find errors/inconsistencies much more readily than those who have been involved in previous rounds of review.)

### ***Step Four: Final Internal Approval and Proposal Submission – Complete "Grant Application Approval" form, route with final proposal draft (1 week before known grant deadline)***

- A.** Route as relevant and incorporate final revisions by:
  - 1. Appropriate Division Deans or Division Director
  - 2. Appropriate Vice President
  - 3. Chief Financial Officer / Business Office
  - 4. President
- B.** Seek College/Alumni Boards, College Senate, or other endorsements and approvals.
- C.** Follow RFP mailing or electronic submission and deadline instructions.
- D.** File documentation to show proof of timely mailing/delivery.
- E.** A copy of the grant is sent to the Project Director and other key project personnel as appropriate; a file copy is maintained in the Grants Office.

### ***Step Five: Post-Submission Activities – Spread the good news***

- A.** When the college wins grant funding, the Grants Office completes and distributes a "Notice of Grant Award" form to all interested parties and the project team and appropriate administrators meet to prepare for implementation of the project plan.
- B.** If the proposal is not funded—and in many cases even if it is—the Grants Office will continue to monitor grant opportunities and persist in the pursuit of grant funding for your projects.



**REQUEST TO PROCEED WITH GRANT PROPOSAL FORM**

*(1 page project abstract and 1 copy of any possible RFPs attached)*

Project Title: \_\_\_\_\_

Project Director: \_\_\_\_\_

Possible Funding Sources(s): \_\_\_\_\_

Project Goal: \_\_\_\_\_

PVCC Strategic Initiative or Institutional Priority: \_\_\_\_\_

Funding Needed: \_\_\_\_\_ Required College Match%: \_\_\_\_\_

Project Duration: \_\_\_\_\_ Proposal Deadline: \_\_\_\_\_

Requested By: \_\_\_\_\_ Date: \_\_\_\_\_

***Your response to the following questions will help to determine the viability of your proposal and the likelihood of success in pursuing an institutional grant for your project:***

Has a potential Project Director been identified and agreed to manage the grant? Yes No

Is the Project Director prepared to proceed and/or put a project plan and management team in place? Yes No *If no, when will the project plan & team be firmed up?*

Does the project reflect the college's mission/goals? Yes No *If yes, how?*

Does the project meet a PVCC Strategic Initiative or Institutional Priority? Yes No  
*If yes, list above. If no, what institutional or divisional need will this project address?*

Which departments or programs will be impacted and/or served by this project?

Does the college have experience providing the proposed services or programming? Yes No

Does the proposed Project Director have experience in providing these services or programming?  
Yes No

Does current staff have appropriate skill/experience/time to carry out this project? Yes No

*If no, Is there an appropriate labor pool available in the local workforce?*

What are the project sustainability/institutionalization requirements or issues? (How will the project be funded and incorporated into PVCC programs once grant funds run out?)

Any other fiscal or organizational impacts to consider?

**Please attach a one-page project abstract.**

**If you have identified a particular grant possibility, please attach a copy of the RFP or funding notice.**

Is the college an eligible applicant for this funding source?    Yes    No

If the grantor requires PVCC to partner with other organizations or institutions to be eligible for this grant, are those partners committed to proceeding with this project and application?    Yes    No

Is there sufficient time and staffing available to meet RFP requirements and deadlines for pursuing this grant opportunity?    Yes    No    *If no, please explain justification for proceeding with a fast-track application:*

Is the funding available from this grant adequate for the scope of the project?    Yes    No    *What other funding sources might complement this grant?*

Does the project allow for indirect costs (administrative or operational costs that could result from project activities, but which aren't project budget items)?    Yes    No    Percentage \_\_\_\_\_

**RECOMMENDATIONS**

Recommended    Not Recommended    \_\_\_\_\_  
Grants Officer / Date

Approved    Not Approved    \_\_\_\_\_  
Dean / Date

Approved    Not Approved    \_\_\_\_\_  
Director, Institutional Advancement & Development / Date

Approved    Not Approved    \_\_\_\_\_  
Vice President ISS / Date

Approved    Not Approved    \_\_\_\_\_  
Vice President Finance / Date

Approved    Not Approved    \_\_\_\_\_  
President / Date

Comments:



**GRANT APPLICATION APPROVAL FORM**

*(Attach to: final draft of complete application packet, approved "Request to Proceed," RFP, & abstract)*

The Project Director is responsible for regularly consulting with the project-appropriate deans, vice presidents, or other administrators during grant development and for working with the Grants Office to obtain any required supporting documents, data, and signatures necessary to complete the grant application. The Project Director should obtain the Division Dean's signature prior to submitting this form to the Grants Office. The Grants Office will route the form and application packet (which reflects divisional revisions) to obtain the remainder of the signatures **AT LEAST ONE WEEK** prior to the grant deadline.

Project Title: \_\_\_\_\_

Funding Source/Program name and number (if any): \_\_\_\_\_

Project Director: \_\_\_\_\_ Date: \_\_\_\_\_

Grant Deadline: \_\_\_\_\_ Delivery Method: \_\_\_\_\_

Project Period: \_\_\_\_\_ to \_\_\_\_\_

Project Cost:            PVCC Contribution:  
                                  Partner(s) Contribution:  
                                  Grant Amount Requested:  
                                      Direct:  
                                      Indirect:  
                                  TOTAL:

For PVCC Contribution, is this a required match?  YES     NO

Cash \$ \_\_\_\_\_                      In-Kind (specify) \$ VALUE \_\_\_\_\_

**Faculty/Staff Resources**

Name (indicate if new)	Percent Effort & Funding Source	Release Time Needed?
_____	_____ % <input type="checkbox"/> Grant-funded <input type="checkbox"/> In-kind	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____ % <input type="checkbox"/> Grant-funded <input type="checkbox"/> In-kind	<input type="checkbox"/> Yes <input type="checkbox"/> No
_____	_____ % <input type="checkbox"/> Grant-funded <input type="checkbox"/> In-kind	<input type="checkbox"/> Yes <input type="checkbox"/> No

Will you need part-time faculty to cover team member regular responsibilities?  YES     NO

College commitment/resources required to continue activities after grant:

**FINAL APPROVALS:**

Approved     Not Approved

Comments/suggested revisions:

\_\_\_\_\_  
Grants Officer / Date

Approved     Not Approved

Comments/suggested revisions:

\_\_\_\_\_  
Division Dean / Date

Approved     Not Approved

Comments/suggested revisions:

\_\_\_\_\_  
Vice President for ISS / Date

Approved     Not Approved

Comments/suggested revisions:

\_\_\_\_\_  
Vice President Finance / Date

Approved     Not Approved

Comments/suggested revisions:

\_\_\_\_\_  
President / Date

DISPOSITION:     APPROVED to Submit     NOT APPROVED to Submit    \_\_\_\_\_  
Date

## ***A: PVCC GRANT PROPOSAL CHECKLIST / SCHEDULE***

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<b>Step 1: Development and Discussion of Idea</b> Review the literature, best practices, programs in the field for project ideas, discuss ideas with division dean, administrators, other colleagues; identify other faculty/staff with similar interests, possible partnerships. Write one-page preliminary proposal (or abstract) with budget estimate.	<b>3 – 12+ months prior to deadline</b>
<b>Step 2: Identify Funding Sources and Obtain Preliminary Approval</b> <ul style="list-style-type: none"><li>• Consult with Grants Office</li><li>• Get on the Internet, visit PVCC Grants Resource Center</li><li>• Contact potential sponsors and ask questions</li><li>• Submit “Request to Proceed” form (and attachments) to Grants Office to register the funding need and circulate to appropriate administrators</li></ul>	<b>3 – 12+ months prior to deadline</b>
<b>Step 3: Formal Proposal Development</b> <ul style="list-style-type: none"><li>• Upon receipt of approval to proceed with project proposal, work with Grants Office to identify and begin pursuit of realistic funding source(s)</li><li>• Establish project team responsibilities/schedule to meet deadline</li><li>• Follow the guidelines of the RFP for narrative and budget</li><li>• Seek regular divisional and Grants Office review of draft(s)</li><li>• Obtain any necessary data, certifications, supporting documents, and signed forms as required</li></ul>	<b>Start at least 3 months prior to grant deadline</b>
<b>Step 4: Final Internal Approval and Submission</b> <ul style="list-style-type: none"><li>• Polish final version of draft grant application package</li><li>• Complete, sign, and distribute final draft along with approved “Request to Proceed” form (and attachments) and obtain divisional approval signatures on “Grant Application Approval” form</li><li>• Incorporate final divisional revisions, then submit completed forms and final draft of proposal package and approval form to VP Finance and President</li><li>• Grants Office delivers approved application to grantor and distributes copies to all appropriate administrators/faculty</li></ul>	<b>2-3 weeks prior to deadline</b>
<b>Step 5: Post-Submission Activities</b> <ul style="list-style-type: none"><li>• If funded:<ul style="list-style-type: none"><li>○ Copy of award letter distributed by Grants Office</li><li>○ Project Team, VP Finance, others meet to discuss account procedures and review project requirements; implement project</li><li>○ Complete and submit progress reports by required deadlines</li></ul></li><li>• If not funded:<ul style="list-style-type: none"><li>○ Request reviewers’ comments</li><li>○ Rewrite and resubmit if appropriate</li><li>○ Explore activities that can improve your future funding chances</li></ul></li></ul>	<b>Notice of award may be received any time from 3-10 months AFTER submission</b>

**Proposal Format**

The final proposal format will depend on the guidelines provided by the sponsor. Federal agencies give very specific instructions and forms. A private foundation, however, may provide very little direction other than a page limitation. There are some basic elements you will find in all proposals:

**Narrative** – This is the WHAT and WHY section of your proposal. Generally, you begin with a statement of need or problem you will address. Next, state the overall goals and specific objectives of your project. Finally, describe your plan of action, providing enough detail for the reviewer to judge whether your project can be run both efficiently and effectively. The narrative should demonstrate that you have carefully thought through all aspects of the project and its results. You must convince the reviewer of the significance of the problem, the appropriateness of your proposed response, your/PVCC’s ability to conduct the planned activities, and the college’s ability to carry on project activities (and fund them) after the grant period.

**Evaluation** – Evaluation is important because it demonstrates accountability and concern for program outcomes; federal grant reviewers become increasingly focused on a strong evaluation plan each year. You may want to consider adding an evaluation specialist to your proposal development team; the PVCC Office of Institutional Research, Planning & Institutional Effectiveness can be an enormous help with this section. Use this section to explain the methodology you will use to determine whether or not your program was a success.

**Timeline** – Include a well-developed project timeline or “implementation plan” to help the reviewer understand what you plan to do and when. It can show that you have thought through your project’s long-term needs and goals.

**Budget** – While many view the budget as a tedious technicality, it is in fact a key element of your proposal. Grant reviewers often use the budget to get a quick sense of how well you’ve organized your project. Typical budget categories include personnel, travel, equipment, materials, and indirect costs. (See page 6 and Appendix D for more detail)

**Abstract** – The abstract may be the only section read in detail by some reviewers. It should be a concise, one page summary of your project that provides a good overview of the proposed activities and it should capture the reader’s interest.

**Supporting Materials** – Often included in an appendix, these may include the graphs, pictures, tables, letters of support, biographical sketches of the project team, and other forms or documents that support the credibility of your project.

## Tips

- Get a style manual, read it, and FOLLOW IT! Be consistent.
- Help the reviewer find the information he or she needs by carefully organizing your proposal. For example, use explicit titles, headings and subheadings throughout your proposal. Be consistent in the use of fonts and formatting. Use tables and graphics to summarize information.
- Check for faulty/circular logic in your arguments, spelling, typos, and grammatical errors, and inconsistencies in data or references.
- Compare your final proposal to the program guidelines. Did you include all of the requested information? Have you addressed the review considerations/ answered the specific RFP questions? Budgets match?
- Obey the rules stated in the program guidelines for font, margin, page limits, and other form and content requirements.
- Ask a colleague who is familiar with your topic to read your proposal for content, and ask readers outside your area to read drafts as well (more than once) to catch other errors.
- *Start early, revise often, and submit before the deadline.*

## Grant Writing Guides

Consult with the Grants Office for articles and books on writing successful proposals, and try some of these web sites to find one that suits your style:

[“A Proposal Writing Short Course” – Foundation Center](http://fdncenter.org/learn/shortcourse/prop1.html)

<http://fdncenter.org/learn/shortcourse/prop1.html>

[Proposal guidance and funding searches from the Council for Resource Development](http://www.crdnet.org/pubs/Grant_Resources.cfm)

[http://www.crdnet.org/pubs/Grant\\_Resources.cfm](http://www.crdnet.org/pubs/Grant_Resources.cfm)

[FAQ \(and answers\) about grant proposals from the Foundation Center](http://fdncenter.org/learn/faqs/html/proposal_writing.html)

[http://fdncenter.org/learn/faqs/html/proposal\\_writing.html](http://fdncenter.org/learn/faqs/html/proposal_writing.html)

[“A Guide to Proposal Writing” from the National Science Foundation](http://www.nsf.gov/publications/pub_summ.jsp?ods_key=gpg)

[http://www.nsf.gov/publications/pub\\_summ.jsp?ods\\_key=gpg](http://www.nsf.gov/publications/pub_summ.jsp?ods_key=gpg)

[Everything you'd ever want to know about US Department of Education \(ED\) grants](http://www.ed.gov/fund/grant/about/grantmaking/index.html)

<http://www.ed.gov/fund/grant/about/grantmaking/index.html>

[A selection of articles on grant proposals from The Grantsmanship Center](http://www.tqci.com/magazine/proposal.asp)

<http://www.tqci.com/magazine/proposal.asp>

[An article on writing proposals from the Catalog of Federal Domestic Assistance](http://12.46.245.173/pls/portal30/CATALOG.GRANT_PROPOSAL_DYN.show)

[http://12.46.245.173/pls/portal30/CATALOG.GRANT\\_PROPOSAL\\_DYN.show](http://12.46.245.173/pls/portal30/CATALOG.GRANT_PROPOSAL_DYN.show)

[General grants information from Non Profit Guides.com](http://www.npguides.org/index.html)

<http://www.npguides.org/index.html>

## Jessup Library

Books, manuals, and electronic resources (NetLibrary) available from the shelves of **Jessup Library** include:

<b>Author</b>	<b>Title</b>	<b>Available at:</b>
Bray, Ilona M.	Effective fundraising for nonprofits: real-world strategies that work	NetLibrary
Grantmakers for Effective Organizations	Funding effectiveness: lessons in building nonprofit capacity	NetLibrary
Hopkins, Bruce R.	The law of fundraising	NetLibrary
Karsh, Ellen.	The only grant-writing book you'll ever need	HV41 .K377 2003
Kelly, Kathleen S.	Effective fund-raising management	NetLibrary
Klein, Kim.	Fundraising in times of crisis	NetLibrary
Lefferts, Robert	Getting a grant : how to write successful grant proposals	HV41 .L413 1978
Mikelonis, Victoria M.	Grant seeking in an electronic age	HG177.5.U6 M55 2004
New, Cheryl Carter	How to write a grant proposal	NetLibrary
Orlich, Donald C.	Designing successful grant proposals	NetLibrary
Petty, Janice Gow	Cultivating diversity in fundraising	NetLibrary
Quick, James Aaron	Grant seeker's budget toolkit	NetLibrary
Reed, Sally Gardner	Getting grants in your community (this is for libraries, primarily)	Z681.7.U5 R443 2005
Reif-Lehrer, Liane	Grant application writer's handbook	NetLibrary
Warwick, Mal	How to write successful fundraising letters	NetLibrary
Wason, Sara D.	Webster's new world grant writing handbook	NetLibrary
Wendroff, Alan L.	Special events: proven strategies for nonprofit fundraising	NetLibrary
Zimmerman, Robert M.	Boards that love fundraising: a how-to guide for your board	NetLibrary
	Grantsmanship for small libraries and school library media centers	NetLibrary
	The nonprofit handbook, Fund raising	NetLibrary
	Peterson's scholarships, grants & prizes 2006.	Careers Collection #48
	The scholarship book [2004] : the complete guide to private-sector scholarships, fellowships, grants and loans for the undergraduate	Careers Collection #44

## **Samples of Successful Proposals**

- National Science Foundation's awards search function  
<http://www.nsf.gov/awardsearch/index.jsp>
- Grantsmanship Center's Proposal Samples  
<http://www.tgcgrantproposals.com/search/cdlist.asp>
- School Grants Samples (K-12)  
[http://www.k12grants.org/samples/samples\\_index.htm](http://www.k12grants.org/samples/samples_index.htm)
- Non-Profits' Guides grant samples <http://www.npguides.org/>

## **PVCC Grants Office**

The Grants Officer will work with you to navigate grants-seeking websites and forums, interpret funding announcements/RFPs you've seen in membership periodicals and electronic notices from professional affiliations or networks, and help you find the best (and most likely) match for your project. Any general questions or concerns you have about grants, proposal writing, or other grant policies and procedures may be directed to the Grants Office as well. Please contact Bob Antrobus by e-mail [rantrobus@pvcc.edu](mailto:rantrobus@pvcc.edu) or phone (434) 961-5278, or drop by Room 727 inside the Jessup Library. Visit the PVCC grants webpage: [www.pvcc.edu/grants/](http://www.pvcc.edu/grants/)

The Grants Officer has completed extensive research to find the foundations and corporations most likely to fund projects and programs at PVCC. Each foundation and corporation has restrictions on giving (to a particular focus area and/or to a geographic area). Please contact the Grants Officer with information about your area of interest to find the best funding match. If you have the name of a foundation or corporation and would like to do additional research, the links below from the Foundation Center will get you started.

- The Foundation Center
  - Private Foundations on the Internet
  - Corporate Grantmakers on the Internet

## **Federal Sources**

- Use Grants.gov to search all federal funding sources
- U.S. Department of Education Grant Information
- National Endowment for the Humanities
- National Endowment for the Arts
- Health Resources & Services Administration
- Health & Human Services
- US Department of Commerce
- Department of Labor
- Corp for National and Community Service
- Institute of Museum and Library Services
- National Science Foundation
- National Telecom & Info Institute

## **Private Foundations and Corporate Sources**

- Foundation Center's Philanthropy News Digest RFP Bulletin  
<http://fdncenter.org/pnd/rfp/index.jhtml>
- Grants information from eSchoolNews online  
(<http://www.eschoolnews.org/erc/funding/>)

- Education grants listing from the Rural Assistance Center ([http://www.raconline.org/funding/funding\\_topic.php#Education%20and%20training](http://www.raconline.org/funding/funding_topic.php#Education%20and%20training))
- Search options and info from Fundsnet (<http://www.fundsnet.com/>)
- Charlottesville Area Community Foundation (<http://www.cacfonline.org/>)
- Grants help from the American Association of Community Colleges ([http://www.aacc.nche.edu/Content/NavigationMenu/ResourceCenter/GrantOpportunities/Grant\\_Opportunities.htm](http://www.aacc.nche.edu/Content/NavigationMenu/ResourceCenter/GrantOpportunities/Grant_Opportunities.htm))

## Contacting Potential Sponsors

Evaluating potential sponsors and grant RFPs involves more than simply reviewing descriptions of their programs on their websites or in a resource guide. Consider contacting:

- Past grantees
- Program officers
- Past reviewers

Please do not contact any foundations or corporations without first checking with the Director of Development. Also, please contact the PVCC Grants Office to discuss how best to approach the sponsor (e.g., via email, a formal letter, or phone call).

Questions you may want to consider asking grantors:

- Does my project fall within your current priorities?
- Would you be willing to review a pre-proposal or draft proposal?
- How many new awards do you expect to make this year?
- What are the most common mistakes in the proposals you receive?
- Do you accept unsolicited proposals?
- Would you be willing to share a copy of a funded proposal with me?
- Are there any other insights you can share with me on how to be successful?

## *D. BUDGET ISSUES*

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The budget and budget justification sections of a proposal request and defend the dollars and cents required for your project. Therefore, both sections are vitally important to the project and to you; these sections inform the sponsor **how much** it will cost to implement the proposed project, **why** the money is required, and **how well** the budget items relate to the success of the project.

There are two general categories of costs for undertaking a grant-funded project: **direct costs** and **facilities and administrative costs** (F&A, formerly often known as “indirect costs”).

Direct costs can be specifically identified with a particular sponsored project:

- Salaries and wages
- Personnel fringe benefits
- Supplies for project activities
- Travel and professional development
- Equipment
- Mainframe or super computer use
- Rent, alterations, and renovation
- Participant support costs
- Consulting and contractual fees

F&A costs are incurred for the general support and management of an institution. Typical F&A costs include:

- General administration and general expenses
- Plant operation and maintenance
- Library expenses
- Departmental administration expenses
- Depreciation or use allowance
- Student administration and financial aid services

A final major issue to consider when preparing your budget is whether or not **cost sharing** or **matching** is required under the grant terms, both of which will require a financial commitment from the college if your grant is funded. **All cost sharing and matching must be approved by the President and VP of Finance in advance of the deadline and may require special tracking if you are funded**, which is one of the reasons for maintaining regular contact with divisional and executive administration throughout the grant development process and for routing the final budget through their offices **2 weeks** prior to the proposal deadline.