Grant Project Directors

POLICY AND PROCEDURES MANUAL
# POLICY AND PROCEDURES MANUAL

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SECTION I - GENERAL

_1. Purpose_

The purpose of this manual is to provide to CSN grant funded Project Directors the basic information they need to administer their grants and fulfill their obligations and responsibilities inherent with the acceptance of grant funds.

_2. Applicability_

This manual is applicable to all project directors or administrators of grant-funded programs of CSN.

_3. Use of this Document_

This document does not contain all the rules and regulations pertaining to grants administration and in no way preempts or abridges any applicable State or Federal regulations. It is intended to be a multi-purpose quick reference guide and provide basic guidelines for common issues relating to grants. It outlines standard procedures and addresses the most frequently asked questions related to day-to-day grants management.

Whenever a Project Director has a question which is not answered in this manual, it is advisable to contact the Office of Resource Development for clarification.

_4. Changes and Updates_

_a. Changes_

Users of this manual are encouraged to submit recommended changes to the Office of Resource Development. Minor, self-explanatory corrections or changes may be submitted by calling the Office of Resource Development. Other recommendations, especially those that may involve policy changes, should be submitted in writing and include the rationale for the change.

_b. Updates_

This manual is designed to be updated by page-for-page substitutions. Instructions for page removal and insertion will be provided with each update. Updates will made and distributed to all addressees periodically as required.
SECTION II - OFFICE OF RESOURCE DEVELOPMENT

II-1. Roles and Responsibilities
The Office of Resource Development provides post-award grant administration including serving as the liaison with the granting agency, providing training and technical assistance in grant program setup and operation, and program and budget review for compliance with the granting agency regulations.

II-2. Post-Award Management
The Office of Resource Development provides the following grant administration services:

- Serve as liaison with the funding agency for all programmatic and fiscal monitoring and reporting.
- Negotiate with the funding sources for funding or contract changes or revisions.
- Provide technical assistance for grant program start-up including staff training.
- Provide technical assistance throughout grant program operation for program compliance.
- Conduct internal program review of grant program and fiscal compliance.
- Approve expenditure requests, dependent on signature authority.
- Assist in writing and/or editing and submitting required project reports.
- Coordinate site visits and audits by funding agencies.
- Institute policies and procedures for grant program management.

II-3. Office of Resource Development Staff (Cheyenne Campus, Z2A)
Diane E. Waryas, Interim Director 651-4485
diane.waryas@csn.edu

Robin Corbin, Administrative Assistant 651-4434
robin.corbin@csn.edu

M. Thérèse Gaudreau, Administrative Assistant 651-4985
therese.gaudreau@csn.edu

II-4. Business Services Staff
Joyce Bivona, Grants & Contracts Manager 651-4344
joyce_bivona@csn.edu

II-5. Point of Contact with Funding Agencies
The Office of Resource Development is the point of contact with the granting agency for all budgetary, programmatic and contractual matters for formal college grants and
contracts. All on-site audit and monitoring visits by funding agency representatives are conducted through and with the representation of Resource Development staff. The Director of Resource Development can determine whether expenditures are allowable under contractual agreements and consistent with the granting authority rules and regulations and CSN policy. Any request for budget revision, program changes or change in program director must be made through the Office of Resource Development.

II-6. **Technical Assistance**

This Grant Project Director’s Manual is provided as technical assistance for program directors and staff working in grant-funded programs. The Office of Resource Development will provide technical assistance to the grant Project Director to assist in the program startup, training of staff in grant guidelines, regulations, policies and procedures. The Grant Project Director is responsible for understanding the objectives and activities required and necessary to produce the projected outcomes of the grant-funded program.

II-7. **Internal Program review**

The Office of Resource Development will also conduct regular internal monitoring of grant-funded programs to ensure that the necessary record keeping, fiscal controls and procedures and reporting mechanisms are in place AND in compliance with the granting agency rules and regulations and College policies and procedures. Certain reports will be required on a regular basis, both from the Office of Resource Development and the granting agency. Resource Development staff will provide technical assistance in setting up these practices and to answer any questions regarding the grant program management.

II-8. **Applicable Regulations**

- OMB Circular A-110, Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations [http://www.whitehouse.gov/omb/circulars/a110/a110.html](http://www.whitehouse.gov/omb/circulars/a110/a110.html)

Copies of pertinent Administrative Regulations, Cost Principles, and OMB Circulars may be obtained by calling the Office of Resource Development.

### SECTION III - ADMINISTRATION AND CSN POLICIES

III-1. **General**

All established policies and procedures of the College and NSHE must be followed in administering a grant program. CSN Policies and Procedures for hiring personnel, signing of legal grants and contract documents, subcontracting, travel requests,
purchasing, printing, and the CSN documents for those purposes, are to be followed for the use of grant funds. For an overview of College policies and procedures, consult the CSN Administrative Manual, which is available through the Financial Services office. Most forms regarding purchasing can be found on the CSN Website http://www.csn.edu/pages/365.asp

Keep in mind that the granting authority may have more restrictive policies. The most restrictive policies are always followed.

III-2. Human Resources - Hiring Personnel

a. Hiring must be coordinated with the Human Resources Office, following all College policies. All contracts offered to personnel under grant funding must indicate that the future of the position is dependent upon securing funds and contracts can only be negotiated through the current approved funding cycle. Most multi-year grants only approve funding one year at a time. Human Resources can also give you information on salaries, wages and benefits for professional, faculty, adjunct faculty, and classified staff as well as for LOA’s (Letters of Appointment) and Independent Contractor Agreements. Hiring of staff constitutes a contract and the appropriate approvals and signatures must be obtained.

b. The Human Resources Office will provide complete supportive services in the areas of hiring procedures and personnel benefits. The office will provide assistance including advertisement and posting of positions for recruitment and in all the policies and procedures for the recruitment, screening, interviewing and hiring of employees.

c. Important personnel guidelines include:

   Equal Employment Opportunity: All faculty, administrative, professional and support personnel as well as student assistants will be recruited, hired, trained and promoted in accordance with the College Equal Opportunity and Affirmative Action Policy and Procedures. The Human Resources Office has established procedures for recruitment and interview that must be followed in hiring of grant-funded personnel.

   Dual Compensation: No employee may receive double pay for the same period of time worked. For example, if an employee is budgeted at 1 FTE on an “A” contract (12 month position) for the grant program, he/she cannot also be working .5 FTE on another grant or on state funds.

   Extra Compensation or Overload: Faculty on a “B” contract may be eligible for overload compensation or extra compensation from a grant. Pre-approval must be obtained for such situations and should be resolved prior to the submission of the proposal. Employment of faculty must be coordinated with the appropriate dean, director and Vice President. Compensation will be made in accordance with approved overload, extra compensation or adjunct rates.

For more information on hiring contact the Human Resources Office (phone 651-5800).

When you receive official grant and contract documents, notify the Director of Resource Development, to institute the process for approval and obtaining the needed signatures. Only the authorized representatives of the College may sign grant applications and all grant related papers. The authorized representatives for signature are the President and the Vice President for Finance. Review and recommendation by the Resource Development Director is required prior to signature.

III-4. **Subcontracting**

A subcontract for services to be performed under a grant program is a legal contract. Any subcontracted service should be included in the original grant application as some granting agencies require prior approval for any subcontracts under grant funds. Any subcontract must be referred to the Purchasing Department for the proper procedures. Purchasing has a standard template applicable to subcontract arrangements and must approve any subcontract arrangement. The Office of Resource Development can also assist in the development of subcontracts and ensure that such arrangements meet the granting agency regulations. As a subcontract is a legal contract it can only be approved and signed by the President or Vice President of Finance & Budget.

**SECTION IV - GUIDELINES FOR GRANT MANAGEMENT**

**IV-1. General**

a. A grant from a Federal or State agency is a contract for the provision of services. The contract includes a Statement of Work, with the specific objectives, activities and projected outcomes for which the grant funding was awarded. The proposal that was submitted to the granting agency and approved for funding is the essential guide to your program management. It is your program plan and provides you with the activities, timeline, target population, expected outcomes and budget. The management of a grant program requires maintaining accurate and complete records, collection of data on activities and outcomes, effectively managing the budget, and providing the required accountability information and reports.

b. The activities you undertake in the first few weeks of your project are crucial to its success. These activities will, in large measure, set the tone of your project and determine whether or not the project will be a success.

c. Your grant proposal includes a list of objectives and a timetable for implementation. The terms of the grant are the specific laws and /or rules which you must follow in the implementation and management of your project. These laws, rules, and regulations are specific to the funding agency, whether it is federal, state, local, corporate, or private. Knowing what you can and cannot do, and how you must do it will save you many headaches in the future, and protects you and the college.

**IV-2. Managing Grant Funds**
a. One of the Project Director’s major responsibilities is to manage the project budget within the terms of the grant. Careful and realistic construction of the budget when the proposal was developed means that adequate funds should be included to cover project costs and personal expenses.

b. It is the Project Director’s responsibility to monitor all project expenditures both internally and from the funding source and for any budget revisions that may be necessary to make certain that all funds are expended before the grant expires. Staff in the Office of Resource Development will assist the Project Director in managing the project budget.

c. The terms of most government grants include a requirement that the college ensure that grant funds are not used to supplant (i.e., replace) funds normally available to the college for its operating expenses. For this reason, grant dollars are maintained in a separate fund, and all expenditures are scrutinized individually to make certain that they are part of the approved grant budget.

d. To avoid the return of unexpended funds to the funding agency, expenditures should be reviewed on a monthly basis, with more comprehensive reviews at the midpoint and three-quarter point of the budget periods to ensure that any necessary budget changes are submitted on a timely basis prior to the end of the budget period. Last minute change requests are typically not acted upon favorably by funding officials.

IV-3. Account Setup

Once the grant has been accepted, the Grants and Contracts Manager will set up an account for expenditures according to the budget that has been approved by the College and the granting agency. Money cannot be expended until the budget account numbers are in place. The Grants and Contracts Manager is responsible for all invoicing and draw down of funds per the expenditures requested and approved by the Project Director and the Director of Resource Development. Procedures for budget management and expenditures are detailed later in this manual.

IV-4. Managing the Grant

When the College receives Federal, State, or other grant funds, it is responsible for using those funds in accordance with applicable laws and regulations. The grant award represents a legal and binding contract between the College and the granting agency. Once the grant is accepted, it is essential that the grant program is effectively managed. In accepting the grant, the College has agreed to accomplish designated tasks within a specified time frame for a set amount of money. This requires maintaining accurate and complete records, effectively managing the budget and providing the required accountability information and reports. The goals, objectives and outcomes proposed in the application for funds becomes the Statement of Work and the guide for all activities to be provided under the grant program.

IV-5. Record Keeping

Any activities undertaken during the project and all expenditures of project funds are part of the records, or documentation, for your project. In evaluating the project, the funding source will want to know exactly what was done, when and how it was done, and how much money it cost. Accurate and adequate records are a must; these records will support the
college during a monitoring visit from the Program Officer, in the evaluation of the project, or in the event of an audit.

**IV-6. Records Management**

a. A good file and data management system is essential to effective grant program management. A computerized database management system is strongly advised to enable you to manage and communicate the participant information and details of program participation, activities, and outcomes. It can be as simple as an Access or other database system, or more complex with a specific program designed for the management of student programs. If your program is a Federal or State program operated by many other institutions, consult with them on computer software programs that are appropriate for your program.

b. Hard copy paper files are also important, particularly when specific participant support services such as tuition or other supportive services are being provided and when the participants being served, or types of services provided, must meet certain eligibility requirements (such as low income, vocational program services only, etc.) under the guidelines of the grant program. In these programs, individual student or participant files must be kept to document eligibility, services, participation and outcomes.

c. A good grant program file system should contain, at a minimum, the following:

- A copy of the proposal and the approved budget
- Operational budgets
- Correspondence
- Time documentation records
- Personnel paperwork for individuals including contracts and time sheet copies
- Consultant contracts and reports
- Report forms and report copies
- Copies of all requisitions and invoices

For these “general” program records, the Office of Resource Development suggests utilizing a binder system.

d. Individual participant files should include:

- The initial participant “registration” form enrolling them in the program with updates on address, phone #s, emergency contacts, etc.
- Any documentation of eligibility for program (income records, eligible course enrollment, etc.) dependent on the specific eligibility criterion for the program.
- Documentation of Consent to Release Information and receipt of CSN Grievance Policy.
- Records of participation such as printouts of course enrollment and schedules, progress reports, copies of records on provision of support services such as book purchases, childcare or other support services vouchers, workshop attendance, tutoring participation, etc.
- Counseling or “case” notes from individual sessions with the participant including record of individual goals or objectives established with participant.
- Copies of evaluations either conducted with the participant to evaluate progress or by the participant to evaluate program.
- Copies of other sources of aid provided to the student such as financial aid.
- Any correspondence with the participant.
- Vouchers or system for identifying payments made.
- Indication and results of testing at intake.
- Verification of formal in-person meetings, meetings of career guidance, academic counseling, activities to promote career options in high skill-high wage jobs, activities to increase student success in meeting academic standards, providing mentoring or support services.
- Attendance sheets for any workshops or seminars.
- Notes and student referrals to job finding resources and the results.

e. The average length of time required for maintaining all records related to a grant for auditing purposes is three years from the date of closing of the grant or until a final agency audit is completed. Time for retention of records may vary according to the program regulations. Never discard paper source documents or files without first checking with the Office of Resource Development.

IV-7. Time and Effort Records

All salaried positions that use split funding must maintain a monthly time and effort record. The Supplemental Time Sheet at Appendix B can be used for this purpose and the completed forms submitted monthly to the Office of Resource Development.

IV-8. Budget Management

a. Once your grant account is set up and signature authorities are in place, you may begin processing the appropriate expenditures for the grant program. No expenditures will be approved prior to the proper processing of the Award Letter and grant account setup. Most importantly: **Know your budget!!** The Grants and Contracts Manager has set up your budget with line items per the CSN Object codes and the approved budget. It is imperative that you know what is budgeted and allowable in each line item and that you process your purchase orders and requests using the appropriate codes.

b. All expenditure requests must be signed at the department level and forwarded to the Office of Resource Development or the appropriate signature authority for review and approval. Resource Development staff will check the request with the budget for appropriate and allowable expenditures prior to referring them to Financial Services for payment. Contact the Office of Resource Development if you project any budget changes.

c. Monthly budget expenditure reports are available through Finance Services. You may request a copy to review for accuracy of expenditures and to track progress regarding expenditures. If you think there is a need to change the budget you must contact the
Office of Resource Development to discuss the change. You cannot overspend a line item in the approved budget without approval. Some federal and state agencies require prior approval for any budget change and this approval can take a month or more, so it is imperative that you make expenditures in line with the approved budget.

**IV-9. Expenditures**

**IV-12. Grant Expenditure/Approval Process**

- Expenditures and employment documents originate in the requesting department.
- Paperwork is generated in and by the requesting department.
- Appropriate signature for the Department must be obtained.
- Requesting department sends the approved documents to the Resource Development Office or to person with signature authority for verification/approval.
- The Resource Development Office or signature authority will forward the original document to the Grants & Contracts Manager for approval.
- The approved document will then be forwarded to Purchasing in Financial Services for processing per grant guidelines.
  
  a. All expenditure requests must follow the established CSN Policies and Procedures. Consult the State Administrative Manual and/or with the CSN Financial Services Department for the appropriate procedures.
  
  b. Expenditures must be in line with the budgeted line items. Line items in the approved budget may not be overspent without prior approval and budget revision. Consult with the Director of Resource Development if any budget changes are needed.
  
  d. All direct costs of the grant should be recovered to the fullest extent possible.
  
  e. Equipment necessary to carry out grant activities should be included in the funding request and be part of the approved budget. Equipment is defined by CSN policy as having an acquisition cost of $2,000 or more unless the granting agency defines equipment as having a lesser value. State of Nevada grants (such as Perkins) now define equipment at a $2,000 or more acquisition cost, but also requires inventory of “Items of Value” which have an acquisition cost of $1,000 - $1,999. Purchase of equipment under grant funds must follow CSN equipment purchase policies including vendor bids. In the case of computers and software, the Office of Information Technology must be consulted for prior approval.
  
  f. Equipment purchased through grant funds can only be used for grant activities and must be inventoried as grant equipment. The granting agency and program must be identified on the equipment. The Office of Resource Development has grant program stickers for this identification.
  
  g. Equipment purchased through grant funds must be inventoried annually. It is imperative that a Property Movement form is recorded when any grant-funded equipment is moved from its original location.
h. It is the Project Director’s responsibility to document matching funds and resources. Expenditures used for match are subject to the same allowances and restrictions as grant funds. In-kind match for one program cannot be used to match any other program.

IV-10. **Examples of Allowable and Unallowable Costs**

- Costs of membership in business, technical, and professional organizations are allowable.
- Costs of subscriptions to business, professional, and technical periodicals are allowable.
- Costs of meetings and conferences, when the primary purpose is the dissemination of technical information, are allowable. This includes costs of meals, transportation, rental of facilities, and other items incidental to such meetings or conferences.
- Only allowable advertising costs are for recruitment of personnel and procurement of goods and services.
- Costs of alcoholic beverages are unallowable.
- Alumni/ae activities are unallowable.
- Commencement and convocation costs are unallowable.
- Entertainment costs are unallowable.

IV-11. **Purchasing**

a. The College’s Purchasing Department has the authority to purchase and/or lease supplies, equipment and services. All purchases under grant programs must be done under the established College policies and procedures including the use of the appropriate forms, getting the appropriate bids and quotes dependent on the purchase price of the items. Some granting authorities may have more restrictive purchasing policies and the most restrictive policy is always followed. **Please ensure that you are familiar with the Purchasing Policy requirements for number of quotes needed for the amount of purchase, amount of purchase for which a competitive bid is required (currently $25,000) and requirements for proving sole source for purchase.**

b. Under a grant program, signature authority for expenditures is given to the “Project Director” and the Director of Resource Development or other appropriate signature authority. Purchases made by any individual not assigned to the grant or approved by the Office of Resource Development or appropriate signature authority and/or Purchasing Department are unauthorized and the individual entering into such an agreement may incur a personal obligation to the vendor. All purchases and expenditures under grant programs must have prior approval. Any documents requesting expenditures (LPO’s, IV/IX, Purchase Requests, etc.) without the appropriate authorized signatures, or not within the budgeted, allowable expenditures, will be returned to the originator for correction or approval.

**IV-12. Reporting**
a. Each Granting Agency requires reports on activities and outcomes at specified intervals during the grant period. These include narrative reports detailing accomplishments, evaluation reports, and financial reports. The CSN Office of Resource Development will require internal reporting on all grant programs on at least a quarterly basis. The format for those reports will list the specific goals and objectives in the Statement of Work and a comparison of actual accomplishments with the goals and objectives established for the period. Also, if appropriate, the reasons why established goals were not met should be provided.

b. The Project Director must be aware of the type of report, what is required in the report, and its due date before the project begins so that information needed for the reports may be collected throughout the duration of the project.

c. A Quarterly Progress Report format is at Appendix D. This form can be adapted for your project as long as the Project Director and the Director, Office of Resource Development concur.

d. Performance reports are the responsibility of the Project Director and should reflect the progress made in accomplishing the project objectives. The report should identify the project’s strengths in addition to strategies, which will correct any weaknesses in the program.

e. The Office of Resource Development will usually compile the data reported by the Project Director for the required Granting Agency Reports. The format and timelines for reports will be discussed in the technical assistance provided at program startup.

f. Project Directors should maintain a database of information on program activities, and participant files, that will substantiate all activities and outcomes of the program’s operation.

g. Project Directors must allow sufficient time between the submission of this information and the due date for the report so that any problems and/or errors may be internally corrected.

IV-13. **Project Evaluation**

a. Program evaluation is an important component of the project; not only does the evaluation determine the success of the project in meeting its objectives, but the data gathered in the evaluation process are important to others who will study the project or replicate it. In addition, results of the evaluation will be disseminated to the funding agency and to others who express interest in the project.

b. The grant proposal should have included an evaluation plan which serves as the blueprint for the project’s evaluation. This plan outlines the methods and standards to be used to measure the success of the project. This evaluation plan should include a description of what will be evaluated, when the evaluation will take place, instruments to be used for measurement, who will perform the evaluation, and how the information gathered will be used to determine the project’s success.

IV-14. **Conflict of Interest Disclosure.**
Significant financial interests of key personnel and their spouses and dependent children that would reasonably appear to be affected by a grant-funded project must be reported. For example, key personnel involved in National Science Foundation or U.S. Department of Health and Human Services programs must complete a Report Form for Financial Disclosure and file it with the College. CSN has established a Conflict of Interest policy, which key personnel should review and declare, as appropriate, any potential conflict. Issues of Conflict of Interest will be reviewed and decisions made per the CSN policy.
Appendix

Supplemental Time Sheet
Quarterly Report Format
Federal Report Form
Concept Form
Any employee of the College of Southern Nevada, whose salary is partially grant funded, must complete a monthly time sheet accounting for the hours dedicated to grant funded activities.

Federal regulations require accountability for all grant funding, including salaries and wages funded through grant accounts. All hours worked in grant funded activities must be reported monthly, as well as time spent in other non-grant funded (i.e. State funding).

Using the supplemental time sheet, fill in the program areas (i.e. grant program name, State, etc.) in which you work, and record the hours worked in each program area, for each day of the month. Total hours must accumulate to 100% of working hours for the month.

The Supplemental Time Sheets must be completed monthly and returned to the Office of Resource Development, Cheyenne campus, Z2A by the 5th of each month. These time sheets are maintained with other records of grant activities for necessary record keeping of grant funded activities.
Supplemental Time Sheet

*Please complete the time sheet below by identifying the grant funding source and other source(s) of salary funding and indicate the hours worked in any activity related to each program (include State funding as a program). Note weekends w/ WK, Vacation time w/ V, and Sick Time with S.*

Month/Year:_________________________

Name:________________________________________

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Total  

____________________________________  ________________________  
Staff Signature  Date

____________________________________  ________________________  
Supervisor Signature  Date

*Please return completed forms to the Office of Resource Development, Cheyenne campus, Z2A at the end of each month.*
QUARTERLY PROGRESS REPORT - GRANTS

Grant Name: ______________________________________________________________
Program Name: __________________________________________   Quarter:  1   2   3   4
(circle one)
Program Coordinator: ____________________________    Date: ______________

1) APPROVED BUDGET: ____________________________

ENCUMBERED TO DATE: ____________________________
EXPENDED TO DATE: ____________________________
REMAINING BALANCE: ____________________________

2) Please report progress to date on all activities listed on the approved application. Please use
the evaluation strategies to define your progress, where possible. ATTACH YOUR
PROGRAM ACTIVITIES/OBJECTIVES MATRIX WITH RESPONSES IN
ACCOMPLISHMENTS SPECIFIC TO EACH ACTIVITY OR OBJECTIVE.

3) Please submit a completed Equipment Inventory form (including serial and inventory #s) to
report any equipment item (unit cost $500 or greater) received this quarter.

4) Please describe the difference this grant has made to your program this quarter.

5) Please describe any challenges that may inhibit your ability to meet the stated objectives.

__________________________________         __________________________________
Signature               Date               Signature, School Dean     Date

SUBMIT TO RESOURCE DEVELOPMENT, CHEYENNE CAMPUS Z2A 651-4485
Attachment:  Equipment Inventory
# U.S. Department of Education

## GRANT PERFORMANCE REPORT

1. **Performance Reporting Period**

2. **PR/Award No. (Block 5 on Grant Award Notification)**

3. **Project Title**

4. **Recipient Information**
   - Name:__________________________
   - Address:_______________________
   - _____________________________
   - City:______________ State:____
   - Zip+4:_______________________

5. **Contact Information**
   - Name:_____________________________________
   - Title:____________________________________
   - Address:__________________________________
   - _________________________________
   - Tel. #: _______________ Fax #: ___________
   - E-mail Address:_________________________

6. **Cumulative Expenditures**
   - Federal: $______________________
   - Non Federal: $____________________

7. **Annual Certification(s) of IRB approval**
   - Yes___ No___

8. **Authorized Representative Information**
   
   To the best of my knowledge and belief, all data in this performance report are true and correct.

   - Name  (Typed or printed) ____________________________ E-mail Address ____________________________
   - Telephone Number ____________________________ Fax Number ____________________________
Grant Concept Form

Proposal Data
Project director(s) ________________________________________________________
Department _____________________________________________________________
Funding agency (if known) _________________________________________________
Grant due date_______________________ Grant duration________________________
Amount of grant funding:___________________________________________________

Proposal Abstract
Brief outline of need for project: include alignment with Strategic Plan.

Describe the project: what activities will be implemented, who will the grant project impact (students, faculty, College as a whole), including number of students, types of students, etc.

Who will lead and direct the project, are there any external partners, is personnel to be hired or reassigned for the project?

Signatures:
Person(s) submitting : ___________________________ Date: _____________
Department Chair : ____________________________ Date: _____________
School Dean : ________________________________ Date: _____________
Resource Development Director : ___________________________ Date: _____________
Vice President Finance : ___________________________ Date: _____________
Cabinet Review : ______________________________ Date: _____________

Office of Resource Development
Revised January 2009