Kingsborough Community College

GRANTS PROCEDURES MANUAL

(Revised as of October 20, 2015)

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The Office for College Advancement

The Office for College Advancement is the college's centralized entity for coordinating the submission, processing, and reporting of all college grants and contracts.

College Advancement provides technical assistance to members of the faculty and administration in obtaining grant funding for projects that further the mission and goals of the college and support faculty research agendas. This technical assistance includes the following:

Pre-award Services:
- Conceptual proposal development
- Identification of potential funding sources
- Reviewing eligibility and funding guidelines
- Determining if the grant should be fiscally managed by the Research Foundation of CUNY, the Kingsborough Community College Foundation, or as a Kingsborough College account.
- Providing samples of funded proposals, as available
- Drafting of institutional narrative section(s)
- Creating job descriptions
- Constructing line item budgets and budget narratives
- Identifying matching cost requirements/options
- Including indirect and released time costs into the budget
- Organizing and formatting the proposal
- Obtaining institutional approval/signature
- Proposal submission

Post-award Services:
- Providing Grant Project Directors with an orientation, including training on processing fiscal transactions
- Coordinating submissions of budget and program modifications
- Reviewing the schedule of budget expenditures on a quarterly basis
- Consulting with Grant Project Directors and their department chairs or supervisors to prevent problems
- Assisting, as needed, with interim and final report narratives

Providing both pre-award and post-award services to the college community, College Advancement serves as the ombudsman for both grant applicants and as grant project directors (and their department chairs or supervisors when applicable), helping to resolve administrative issues within the college as well as with funding sources.

Step One: Program Inception

Grants begin with an idea. When thinking about whether to apply for grant funding, the most important question is: what is the **goal** of your proposed program or research? It is impossible to develop a competitive proposal without a clear idea of what you are setting out to accomplish and why your proposed research/program is important. Potential Principal Investigators (PI's)/Program Directors (PD's) should flesh out their research or program design before even searching for potential funding sources.

Though it is never too early to begin discussing a proposal idea and/or a need for grant funding with the Office for College Advancement, you should only initiate such conversations after thinking through your proposed program/research and discussing it with your department chair, program director, or dean.

Tips for Program/Research Design:

1. Review the Literature: Many funding sources ask for formal literature reviews in a research proposal or for proof that your program proposal is evidence-based. Take the time to collect that evidence and identify what your proposal adds to your field.
2. Discuss with Your Colleagues and Chair: One of the best resources for your program/research development is your academic department or program unit. Find colleagues in your interest area and talk about your idea with them. Present your idea to your chair. Ask College Advancement if professors in other departments work in related areas. These people can offer more than just pointed critiques – you may find out about exciting ways to collaborate and find out how your proposed program/research may impact other areas of the college.
3. Write a One-Page Summary and Preliminary Budget: Once you have your idea in focus, write it down. Address the program's/research's significance, goals and objectives, planned activities, and importance to the college. Write a budget including all known costs, including salaries, equipment (including support and installation), travel, materials and supplies, and student stipends. Consider space needs for your project and whether they will require renovations. These items will be useful as you go through the grants development process.

Step Two: **Identify Potential Funding Sources**

It's now time to see if there are funding sources you can approach with your idea. There are several places to go to start looking for funding:

1. <u>City University of New York (CUNY):</u> CUNY administers several funding programs to support faculty research. Descriptions and guidelines for these programs can be found online at: http://www.cuny.edu/research/faculty-resources/internal-funding-programs.html.
2. <u>COS Pivot:</u> COS Pivot provides a comprehensive database of funding opportunities and access to potential collaborators, driven by pre-populated scholar profiles. Claim your profile and start accessing funding opportunities here: http://pivot.cos.com/.
3. <u>Grants.gov:</u> Another source for Federal government grant listings is grants.gov. Visit their "find funding opportunities" page: http://www.grants.gov/applicants/find_grant_opportunities.jsp
4. <u>The Foundation Center:</u> This resource only provides private funding sources that choose to list their RFP's. However, you can also find out about funded programs, trends in philanthropy, and research specific funding sources. Visit: http://foundationcenter.org/
5. <u>Kingsborough's Office for College Advancement:</u> The Office for College Advancement maintains updated information about federal, state and local funding sources as well as private foundations by:
   - Subscribing to such publications as The Chronicle of Philanthropy, The Chronicle of Higher Education, and Community College Times;
   - Participating in relevant listservs; and
   - Monitoring websites such as The Foundation Center, the Council for Resource Development, and the American Association of Community Colleges.
   - Maintaining a Grants Development Group wiki. **If you are interested in being part of the Grants Development Group wiki, contact the College Advancement office**. The wiki houses PowerPoint presentations from workshops on grants development presented in conjunction with Kingsborough Center for Teaching and Learning and other grants development resources.
6. <u>PSC-CUNY:</u> Each year, the PSC-CUNY Research Award Program provides funding for faculty research. These small grants provide support for creative research by both the established and younger scholar. Information about this funding stream can be found online at: https://www.rfcuny.org/RFWEBSITE/research/content.aspx?catID=1190.
7. <u>Other Sources:</u> State and City agencies also fund education programs, workforce development programs, and services for students and community members. If you are looking for funding for these types of programs but are unsure which agency to target, contact the Office for College Advancement. You can sign up for agency-specific notifications in your area of interest.

Once you have identified potential funding sources, you need to evaluate their "fit" for your proposed program. When evaluating prospects, use the "Grant Decision-Making Matrix," found on **page 28**, this will help guide your decision-making on whether or not to submit a proposal. Keep the following questions in mind as you rate your prospects:

1. <u>Identify technical barriers to your application:</u> Are there any geographic restrictions? What are the deadlines? What types of institutions or investigators may apply?
2. <u>Evaluate the funding source's goals and priorities:</u> How well do the goals and priorities of this funding source match your program's/research's goals and priorities? Though you may need to approach different funders from different angles, you **should not** have to change your goals and priorities to shoehorn your proposed program/research into the funding source's requirements.
3. <u>Evaluate the application requirements:</u> Do you have the information needed to complete a proposal? If not, is there enough time before the deadline for you to compile it? If collaboration is required, do you have the relationships to support it?
   If online submission is required, and you do not have access to the online interface, contact College Advancement to be given access.
4. <u>Research current recipients:</u> Who receives funding, how much, and for what? Don't be shy about your research, either—if there is a recipient you know, have a connection to, or who is doing funded work similar to your own, check out their website and call them to find out more.

Once you have learned enough about the source and determine that it is a good fit, **pick up the phone and call them**! Talk to a program officer about your research or program, ask if they'd be interested in reviewing a concept paper (you've already written one, so that should be easy!), and clarify expectations of applicants. The conversation alone may save you writing a full proposal if the program officer sees right away that your proposal is not in line with their priorities, or it may provide you crucial insight needed to get the grant you're looking for.

Step Three: **Pre-Proposal Approval**

Once you have a program developed, and have winnowed down your potential funder list, you need to secure pre-proposal approval for your submission. This approval is intended to ensure that your proposal is related to the college's mission of promoting student learning and development, as well as strengthening and serving its diverse community and that it is supported by your colleagues and the Administration.

The Office for College Advancement requests that PIs/PDs submit a Notice of Intent to Submit a Grant Application at least <u>twelve business days</u> in advance of the deadline. A business day is defined as 9:00 am to 5:00 pm, excluding weekends and CUNY holidays. Submit the approval form, including all required signatures. Attach a one-page summary of your proposal and a preliminary budget to the pre-proposal approval form, found on **pages 29-31** for instructional staff and **pages 32-34** for non-instructional staff. Refer to the section on developing a grant proposal budget on **pages 7-14** for more guidance.

The Notice of Intent to Submit a Grant Application must be submitted to the Office for College Advancement whether or not Kingsborough is the lead institution on the proposal. There is a space on the Notice to indicate that kind of submission.

For Federal funding proposals, applicants should allow **three months** for proposal completion, and, though earlier submission to College Advancement is requested, it is not required. Pre-proposal approval serves several key administrative functions. At the most basic level, it helps College Advancement allocate resources effectively to support your submission. In the case of online submission, it also ensures that you receive timely access to online interfaces to submit your proposal. In addition, pre-proposal approval notifies your department chair or supervisor and upper-level administration of your intent. If you are requesting released time or supplemental salary of any sort, this alerts them about factors that may impact planning for the coming year, and provides a confirmation that what you are proposing does, indeed, contribute to the mission of the college.

Another reason the pre-proposal approval process is so important is to reduce the possibility that two faculty members submit *competing proposals*. In the case where more than one faculty member is interested in applying for a particular funding stream, and the funding source prohibits the submission of more than one application per institution, the following decision-making process will be followed:

- If the proposers are in the same department, the conflict will be referred to the department chair or supervisor for resolution.
- If the proposers are not in the same department, the AVP for College Advancement will consult with the respective Deans or Vice Presidents who oversee the represented areas.

Instructional staff must obtain approvals from their chair and the Provost, and non-instructional staff must obtain approvals from their direct supervisor and from the Dean, Assistant Vice President, or Vice President in charge of their department.

If you are preparing a proposal that requires the hiring of new staff, the acquisition of equipment, or otherwise has space implications for the college, grant applicants must get approval on your proposal from the Vice President for Finance and Administration. It is the recommendation of the Office for College Advancement that proposers allow two additional weeks to obtain this level of approval. The applicant must work with Campus Planning and Design to prepare a preliminary cost estimate for accommodating the request. In the case of a new staff member, space must be identified and the cost of equipping an office (desk, telephone, computer, etc.) must be calculated. In the case of a piece of equipment, whether or not renovations are required, a space must be identified and the cost of preparing the space for its installation must also be calculated. Additional costs for equipment maintenance must also be estimated. The role of the Vice President for Finance and Administration will be to evaluate the ability of the college to bear these costs, weighed against the college's strategic goals, when not borne by the grant.

If you do not receive these approvals, your proposal **cannot** be submitted.

Step Four: **Proposal Development**

Once you have received the necessary pre-proposal approvals and submitted them to College Advancement, the Director of Development, Associate Director of Development, or Manager of Corporate and Foundation Relations will contact you to discuss next steps. For most research proposals, proposal writing will be the sole responsibility of the Principal Investigator, with assistance from their own research team, if applicable. For program proposals, proposal development may be the sole responsibility of the Program Director, College Advancement staff with assistance from the Program Director, or a shared responsibility. In all cases, the Office of College Advancement will provide institutional information (including background boilerplate) for inclusion in the proposal.

Special Considerations for Research Grants: Faculty research is an area that can benefit from grant support. If you are working on an application for faculty research, please keep in mind that compliance with CUNY policies relating to research is required for all faculty research, and is particularly important for grant-funded research. All researchers should familiarize themselves with CUNY's policies relating to human subjects protection, research ethics, conflict of interest, and export control. Please refer to the "Grant Funding for Research" (**page 24-25**) section of this Grants Manual and the Research Compliance section of the CUNY website (http://www.cuny.edu/research/compliance.html) for this information.

A Note on Principal Investigators: It is the general policy of Kingsborough Community College that all Principal Investigators for grants be full-time members of college faculty or staff. Exceptions to this policy may only be made with the consent of the department chair or program director in which the part-time staff member or adjunct faculty works.

Proposal Narrative: Proposal narratives must be submitted to College Advancement using Microsoft Word for Windows software.

In drafting the grant narrative, applicants must follow the funding source's guidelines for organizing and formatting the proposal. Read these guidelines carefully, taking note of any questions you have or items you need clarified. Contact Program Managers or Grant Officers to ask these questions, as outlined in the guidelines.

If no guidelines are available, applicants are encouraged to consider including the following sections:

I. Abstract (no more than one page):
Briefly explain your proposed project or research. State the problem or research question, say how you plan to address that problem or explore that question, and what you expect the outcome to be. State the amount you are requesting and briefly describe what that amount of funding will support.

II. Introduction to Kingsborough Community College:
This section, boilerplate for which can be provided by College Advancement, describes KCC: who we serve, what our mission is, and what our role in the community is. This section may also

provide the rationale for why the college is poised to address the problem you describe, or describe how the college will support the research you are proposing.

III. Need/Rationale section:
This section will describe why the program you are proposing is needed by your target population or the importance of your research question to the progress of knowledge in your field. In the case of research proposals, you should draw upon current research in your field to address this section, including previous research you have done. In the case of program proposals, identify your target population, confer with Institutional Research, review recent research, and research demographic trends to show why your target population needs the intervention you are proposing.

IV. Project Description:
This is the "meat" of your proposal and describes what you plan to do: what your goals are, what research methodology you plan to use, what your program design is, and the activities you will conduct or coordinate in order to reach your goals. This section should also be supported by research; tell the funder why your research methodology is the best one to use to answer your question, cite the appropriate studies that show your proposed program design is the best one (or is adaptable) to serve your target population.

If you intend to include a Civic Engagement (CE) component in your proposal, especially for an experience that satisfies the student graduation requirement, please be sure to discuss that intention with the Office for College Advancement at the start of the grant development process. You need to be sure that your project is in line with the CE rubric in use by the college to evaluate courses and experiences, and incorporate evaluation of your proposed activity by the CE committee into your project timeline. The CE rubric is on **page 23** of this grants manual.

V. Project Timeline:
This is a chart indicating the specific activities, timelines for implementation, person(s) responsible for each activity and measurable outcomes. This shows that you have put considerable thought in as you develop your program or implement your research.

VI. Staffing Plan:
This generally has three parts: an organizational chart for your program; résumés for current staff members serving as PI or PD or in other capacities for this program; job descriptions for each staff member for this program. RF-CUNY has standard job descriptions available on their website, which can be used as a basis for your job descriptions.

VII. Evaluation Plan:
This section addresses how you will define success. It points the reviewer back to your goals and states how you will collect data to set a baseline and track progress (i.e., Participant surveys? What type of instrumentation? A qualitative or quantitative approach?), and describes how you will use that data to measure success (What type of statistical approach will you use to analyze your data?). The complexity of your Evaluation Plan depends on your program approach, research question, and the resources available to implement it, including the amount of funding you are requesting.

VIII. Budget Detail/Justification:
In this section, you provide a narrative explaining how you came up with each line item in your budget and why that expenditure is important to the implementation of your research or program.

Proposal Budget: All proposal budgets must be submitted to College Advancement in Microsoft **Excel**. If the funding source uses a template or form, online or hard copy, the submitted budget must match the budget form field for field.

College Advancement is the college's "one-stop" center for constructing grant budgets and is available to assist grant applicants at any point in the budget development process.

As a first step in budget preparation, read through your grant narrative and assign costs to each and every activity that is referenced, both in terms of personnel and operating costs.

Be sure to follow all grant guidelines when preparing your budget. College Advancement requires PI's to submit budgets that are formatted as requested by the funding source. Keep in mind that, once approved, the college requires a detailed budget for grant-funded work even if the funding source only requires a summary budget.

If you need assistance in preparing your budget, contact College Advancement to discuss this need when you submit your Notice of Intent to Submit a Grant Application.

What follows is a description of common budget categories, their definitions, and policy guidance. As always, contact College Advancement if you have questions or run across a budget category neither defined in grant guidelines nor described below.

I. Personnel Services:
Job descriptions and résumés are used as the basis for establishing pay scales.

If the grant is going to be managed by an entity other than the Research Foundation of CUNY (RFCUNY), you must contact the College's Office of Human Resources for salary information.

If your grant is to be managed by RFCUNY, it is strongly recommended that you review their guidelines prior to establishing salary rates. RFCUNY, https://www.rfcuny.org, has developed its own job descriptions and pay scales for grant-funded employees. Clarification of how current CUNY employees may be compensated through RFCUNY administered grants is available on the RFCUNY website: https://rfcuny.org/RFWebsite/News/DetailNews.aspx?newsID=4588.

It is the college's preference to use grant funds to offset current staff salaries. Including released time for faculty and administrators is preferred over using grant funds to hire new staff. Keep in mind that when staff members are employed on grant funds, they may only be paid for services rendered during the grant project period and grant funds must be allocated to cover all employment costs, including vacation time. Grant funded staff cannot be compensated for work done prior to the start of the grant project, nor can they be compensated for work done after the

grant project has ended. The employment of grant-funded staff ends when the grant project ends.

If you are seeking **released time** for yourself or any faculty or staff member involved in the proposed project, the individuals must be identified along with the amount of released time and the semester in which the released time will occur. Applicants must obtain written approval from their department chairperson for all released time requests. Released time approval is included on the pre-proposal approval form.

The release time rate for faculty is $1,250 per semester hour. KCC faculty members have teaching loads of 27 semester-hours per year. Faculty members can request up to 27 hours of release time per year. Faculty members cannot receive released time over the summer. They can, however, receive **summer salary**, which is calculated based on a multiple of one-ninth of the faculty member's annual salary.

In general, faculty members cannot request more than three months' worth of summer salary. Some funding sources further restrict such requests, so be sure to pay attention to these regulations when reviewing grant guidelines. In addition, consult with Academic Affairs to confirm the maximum amount of summer salary available as the summer salary payment mechanism can be used by the college as well to compensate faculty for work done in service to the college.

Administrators and non-instructional faculty are not eligible for summer salary because they are paid based on a 12-month year. However, they are eligible for released time based on a portion of their full-time salary.

II. Fringe Benefits
RFCUNY maintains its own fringe benefits program for employees; the RF's benefits package is comparable to those of other academic and non-profit institutions.
The cost of providing benefits to employees is included in grants as a direct charge. To simplify both pre-award budget preparation and post-award accounting procedures, RFCUNY has set standard percentages to be used to calculate fringe benefit costs, based on classification, as follows:

Full time and Part time A	Full time Employees scheduled to work 70 or more hours per bi-weekly pay period and paid on an annual basis. Part time employees scheduled to work more than 38 hours and less than 70 hours per bi-weekly pay period and paid on an hourly basis. Currently 38%
Part time B & Sabbatical	Part time employees scheduled to work no more than 38 hours per bi-weekly pay period and paid on an hourly basis. CUNY Faculty who are on Sabbatical Leave. Currently 9.5%
Released Time Faculty	Effective 07/01/15, the rate is 49%
Summer Salary	CUNY Faculty who are receiving Summer Salary payments. 26% Currently
Adjunct	CUNY Adjunct reimbursements: 13%

If the grant is going to be managed by an entity other than RFCUNY, you must contact the College's Office of Human Resources for fringe benefit information.

If KCC adjunct faculty or part-time staff members are employed by two separate RFCUNY-administered grants, the combined number of hours cannot exceed 19 per week, or additional costs must be included in the benefits package. College Advancement can assist Project Directors in determining if staff members are employed on other RF grants.

III. MTA Tax:
Salaries and wages for Part-time A, Part-time B, and Full-time employees is subject to a 0.34% MTA tax. This is calculated as a percentage of salary only.

Faculty on released time and receiving Summer Salary are not subject to this tax, however it does apply to faculty receiving supplemental salary.

IV. Other than Personnel Services (OTPS): OTPS expenses consist of all non-personnel expenditures, including:
A. <u>Supplies</u>
Line item budget detail must be provided, such as:
   a) For office supplies, estimate the number of units to be purchased and cost per unit.
   b) For educational/instructional supplies, estimate the number of participants to be served by your project and the cost per person.
   c) For capital supplies (equipment), specify type, model number, number of units to be acquired, and unit cost along with costs for peripherals (locks/cables). Obtain all information from the Office of Information Technology Services if ordering computers or printers and check with the Office of Administration to insure that additional phone/fax lines or computer lines do not need to be installed.

Some funding sources impose deadlines for receiving supplies, materials, and equipment. It is not sufficient to simply have the materials ordered, or the funds encumbered; the materials must have actually been delivered to the campus. Check with the funding source or College Advancement for specific guidelines.

If you plan to purchase and/or install any computer equipment, peripherals, or software, you must consult with the Office of Instructional Services. Consultation is necessary to ensure that the proposed purchases can be supported and maintained by the college.

B. <u>Services</u>
Contact College Advancement to assist you in estimating the cost of purchased services.
   a) For workshops, provide detail as to topics, the number of hours per session, cost of the workshop leader per hour, and estimated number of participants to be served by the workshop.
   b) For consulting or subcontracting services, contact College Advancement if you need assistance in determining the funding source's definitions/differentiations of such services and/or if you want an estimate of the post-award paperwork required for such

services. Please also be aware that the inclusion of a particular consultant in a proposal **does not** guarantee exclusion from competitive bidding processes. Refer to funder guidelines for guidance on rules surrounding the use of consultants.

   c) For printing services, provide detail as to the number and type of materials to be produced.

The college encourages all grant applicants to include d), e) and f) when permissible by the funding source:

   d) Estimate copying services at $.05/copy and specify the number of copies needed.

   e) Include postage for first class mail, in-state bulk mail, and out-of-state bulk mail. Refer to the USPS website for details on current postal rates: https://www.usps.com/ship/first-class-mail.htm.

   f) Telephone at $250/line plus long distance for all locations

C. Travel

Many grant funding sources allow funds to be budgeted for travel for the Project Director as well as other key personnel and program participants to attend conferences and/or to attend mandated meetings by the funding source, provided that the travel is detailed in the grant budget. [**Note**: New York City rules and regulations not only govern the college's travel policies and procedures, but also govern reimbursement rates for travel expenses and supersede the funding source's rules. Applicants are strongly encouraged to review these policies, procedures and reimbursement limits when planning to include travel in a grant budget. A hard copy of NYC's policies is maintained in College Advancement or may be accessed online: http://comptroller.nyc.gov/wp-content/uploads/2014/03/Directive-6_Travel-Meals-LodgingandMiscellaneousAgencyExpenses.pdf.

Approval for any and all travel must be obtained, in advance, through the college's regular processes. The following information should be detailed in the grant budget for both in-state and out-of-state travel:

     • Position title, as listed in the grant proposal, of staff who will be traveling
     • Name or type of conference/meeting to be attended
     • Organization hosting conference
     • Dates of conference
     • Location of conference/meeting
     • Registration fee
     • Round-trip transportation costs based upon total mileage or bus/train/airfare costs
     • Round-trip shuttle/ground transportation costs if using public transportation
     • Hotel cost per night and number of nights
     • Per diem expenses, such as for meals and miscellaneous expenses

In general, any grant-funded travel must be supported by written, original receipts in order to obtain reimbursement up to the maximum amount allowable.

Travel advances can be arranged for grant-funded activities and College Advancement can assist the Project Director in obtaining such advances. Otherwise, all funds for travel are allocated on a reimbursement basis, after the travel has occurred and all the necessary paperwork and receipts have been submitted.

D. Sub-Recipients:
Sub-recipients of grant funds are distinct from vendors or contractors in that they are jointly responsible for the achievement of grant outcomes. In the case of a grant proposal that includes sub-recipients, a Sub-Recipient Commitment Form must be completed.

V. Facilities
If you plan any renovations, requests for dedicated space, or installation of specialized equipment or items such as fax machines, copiers, or printers, you must consult with the Office of the Vice President for Administration and Finance. Purchasing a fax machine may require the installation of another telephone line and purchasing a computer may require an additional computer hook-up. Consultation is necessary to ensure college-wide communication and planning.

VI. Indirect Costs
Indirect Costs, also known as Facilities and Administrative Costs, are described by the OMB Circular A-21 (the Circular delineating cost principles for educational institutions) as "costs that are incurred for common or joint objectives and, therefore, cannot be identified readily and specifically with a particular sponsored project, an instructional activity, or any other institutional activity." It is the college's policy to maximize indirect cost recovery to the extent allowable by the funding source and permitted by the college's federally approved indirect cost rate.

Effective with grants starting 07/01/2015 or later, the College's federally-negotiated indirect cost rate is 52.30% of salaries and fringe if more than 50% of the project activities are to be performed on campus and 23.30% of salaries and fringe if more than 50% of the project activities are to be performed off campus. **This rate is calculated on the total of salaries and benefits only, not the total of all direct costs.**

Indirect cost recovery is important to evaluating the sustainability of a proposed program. As a general practice, the college uses the RFCUNY as the administrative entity for government grants and grants that require hiring staff. RFCUNY charges a fee for these services. The college must pay these fees even if a funding source does not allow indirect costs or if the funding source has a mandated cap for indirect cost recovery that is lower than RFCUNY's fee. The college retains indirect costs included above and beyond the RFCUNY fees.

It is the policy of the college to use the federally-negotiated rate when developing proposal budgets. In some cases funding sources disallow the inclusion of indirect costs in the grant budget or mandate a cap for indirect cost recovery. In these cases, the college will abide by the funding source's policies. There may be other compelling reasons to use a lower rate. However, it is the responsibility of the PI/PD to justify requesting a lower amount, and not all such requests will be approved.

A request to use an indirect rate lower than the college's negotiated rate must be made using the **Notice of Intent to Submit a Grant Application** form. The reason for the request is selected from the list on the form and documented as follows:

- If requesting a lower rate based on restrictions within the funding source's guidelines, please attach a copy of the portion of the guidelines indicating the restriction.
- If requesting a lower rate to meet a required match, please include the portion of the guidelines indicating the need for the match and indicate how much of the match will be met in this way. **Do not volunteer indirect costs as a match unless the source allows it and the match is required.**
- If requesting a lower rate for any other reason, please attach a brief narrative justification for your position.

In considering requests for a reduced indirect rate, College Advancement will consider, among other factors, funder restrictions, the ability to cover Research Foundation administrative fees, and the extent to which the proposed program will contribute to the college's mission.
If the sponsor does not fund indirect costs, presidential approval for a complete waiver of indirect costs must be approved. This waiver approval is required for all grants and is included on the *Notice of Intent to Submit a Grant Application*.

VII. Total Costs
Total Costs are the sum of the Total of Direct Costs and Indirect Costs.

VIII. Cost Share (only if required by the funding source)
There are three types of Cost Share (also referred to as Matching Costs): mandatory cost share, voluntary committed cost share, and voluntary uncommitted cost share. Mandatory cost share is required by the funder, described in the proposal and given a monetary value. Voluntary committed cost share is not required by the funder, described in the proposal, and given a monetary value. Voluntary uncommitted cost share is neither required by the funder nor described in the proposal, but incurred in the course of implementing a project and may be assigned a monetary value. **CUNY policy prohibits the inclusion of voluntary cost share without the approval of the Office of the Vice Chancellor for Research.** Consult with the Office for College Advancement if you plan to seek the Vice Chancellor's approval. Any and all cost share must be documented, verified and approved prior to submission of a grant application. If the proposal is funded, it is the Project Director's responsibility to track and document any and all matching costs listed in the budget summary. College Advancement will assist Project Directors in identifying possible matches as well as identifying ways of documenting such matches.

Certain federal agencies, such as the National Science Foundation, prohibit voluntary cost sharing. This includes using an indirect rate that is less than the federally-negotiated rate. Because of this prohibition, **all National Science Foundation grant proposals must use the federally-negotiated rate.**

If the grant applicant is expecting and/or seeking additional budgetary support from the college, either in cash or in-kind (non-cash, may include tangible items or volunteer, pro-bono hours), then written approval must be obtained. Approval for additional budgetary support is included on the pre-proposal approval form.

<u>**Step Five:**</u>   <u>**Proposal Submission**</u>

Internal Review: College Advancement recognizes that the complexity and the completeness of applicants' grant proposals will vary. The following timeline must be followed in order to ensure full and complete review of proposals:

- **As soon as possible or at least 12 full working days prior to the submission date: Submit the Notice of Intent to Submit a Grant Proposal form to College Advancement.** This allows College Advancement to allocate time and staff resources to best assist submitting faculty and staff, and to schedule time for review of the submission.

- **At least 7 full working days prior to the submission date: Provide College Advancement with a project budget and budget justification, along with a version of the narrative suitable for review.**

- **At least 2 full working days prior to the submission date: Provide College Advancement with all final proposal documents.** Grant staff will conduct a final file review and approve the proposal and will then submit the application, see checklist on **page 35** for required grant proposal file components.

Note that College Advancement is available to assist grant applicants in completing proposals, budgets and/or in obtaining necessary supporting documentation, but, to guarantee such support, the grant applicant must then contact College Advancement much earlier than two working days prior to the submission deadline. If, for some reason, the applicant cannot meet such deadlines, it is the applicant's responsibility to communicate with College Advancement and negotiate a revised deadline so as not to jeopardize the grant submission deadline.

The internal review consists of both program and fiscal reviews to insure that all activities contained in the grant proposal are supported by grant funds and/or matching funds. Additionally, College Advancement is responsible for ensuring that all appropriate and/or relevant parties have been consulted on the project and that the necessary supervisory/department sign-off has been obtained. College Advancement will work with the grant applicant to make any necessary modifications to the proposal and/or budget to conform to the requirements, standards and policies of the funding source, the college and, when appropriate, the Research Foundation of CUNY.

Proposal Submission: The Office for College Advancement is the authorized entity to function as the designated liaison between the grant applicant and the signatory authority of the college, specifically the President, for institutional sign-off of the grant proposal.

Please note that only certain college officials within the Office for College Advancement are authorized to submit proposals on behalf of the President and the College. Kingsborough reserves the right to retract any proposal submitted by individuals who lack this institutional authority.

Upon approval and signature, College Advancement submits the grant application to the funding source and a signed copy is simultaneously sent to the grant applicant. Contact the Office of College Advancement to discuss online submission protocols.

Step Six: **Program Implementation and Post-Award Services**

Follow-up on Proposal Submissions: Communicate with the funding source's program officer on a routine basis to track the status of the proposal's funding status.

Notification of Awards/Rejections: If a proposal is funded or rejected, the Office for College Advancement will notify the grant applicant and his/her supervisor/department. If you receive notification of funding/rejection, forward that notification to College Advancement. **Do not sign any grant or contract on behalf of the college.** Forward grants and contracts to the Office for College Advancement for appropriate approvals.

If your proposal is funded, it is typical for the funding source to request revisions to the budget and/or the scope of work. Such revisions are often required prior to issuing any written confirmation of the grant award. You should plan to submit such revisions to the Office for College Advancement within one (1) week of notification. In addition, all PI/PD's are required to submit a budget plan to the Office of the President using the template found in the Appendix. If your proposal is rejected for funding, the Office for College Advancement, in partnership with the grant applicant, contacts the funding source to obtain the reasons for the rejection. In some cases, funding sources provide written explanations and/or copies of the readers' comments and rankings for the purpose of refining the application for future submissions.

In cases where a funding source has a formal appeal process, a PI/PD may request that the college appeal the funding decision. All requests for appeals must be submitted in writing, either hard copy or electronically, to the Office for College Advancement within one (1) week of receipt of the funding source's explanation for the rejection and must include the grounds for the appeal. Such requests will be forwarded to the President's Cabinet for review and approval prior to appealing any decision.

Advance of Grant Funds Procedure: You may request an Advance of Grant Funds to establish a grant account while the college is waiting for the funding source to issue a formal contract, co-sign a contract or reimburse expenses. Contact the Associate Director of Funds Management by email to request this advance. An advance will only be authorized if the following conditions are met:
1) Complete copies of the submitted proposal, line item budget and any budget modifications are on file with the Office for College Advancement.
2) The Office for College Advancement has received a written letter of confirmation, or e-mail, from the funding source indicating the project start date and the dollar amount of the award. If written confirmation cannot be obtained, the President has the discretion of allowing the Office for College Advancement to obtain verbal confirmation from the funding source.

The advance may only be used to support the following:
1) Expenditures that occur <u>after </u>the applicant receives written approval of the Advance Funds Request: retroactive expenditures are not allowable.

2) Expenditures that are within the specified dates of the contract period: expenditures are unallowable if they occur prior to the official start date of the contract or after the official end date of the contract.
3) Expenditures that are supported by the line item budget of the grant document.

Expenditures associated with new hires may not be supported with advance funds.
Upon approval/rejection of the Advance Funds Request, College Advancement will notify you and your supervisor. If the request is approved, College Advancement will also simultaneously notify the administrative staff member who will be responsible for processing the grant's fiscal transactions during the contract period.

The Office for College Advancement routinely follows up with the funding sources and/or the Research Foundation to obtain mutually signed contracts/agreements on a timely basis. The account remains open in accordance with the specific start and end dates specified in the grant. Any extensions of the grant period must be approved by the funding source, in consultation with College Advancement.

Project Implementation: Grant Project Directors have primary program and fiscal responsibility for the implementation of their respective grant projects in accordance with the college's guidelines, the guidelines of the funding source, and, if applicable, Research Foundation guidelines. Grant Project Directors must work within the established supervisory chain of command (i.e. their department chairs or supervisors) for the implementation of grant projects.

The Office for College Advancement will host an initial orientation session for any new PI/PD or his/her designee for the processing of all fiscal transactions, inclusive of payroll, timesheets and requisitions. The PI/PD has full responsibility for managing, monitoring and authorizing any and all fiscal transactions using grant funds.

The initial orientation meeting with the PI/PD or his/her designee will cover:
- Grant reporting timelines and responsibilities;
- Establishing a plan for the promotion of the grant program, both on-campus and with external constituencies;
- Scheduling a training session for processing fiscal transactions such as payroll and purchasing requisitions; and
- Question and answer session.

The Research Foundation of CUNY also offers training for PI's/PD's with grants administered by RFCUNY.

During the grant contract period, the PI/PD is responsible for notifying the Office for College Advancement of any **substantive programmatic or fiscal deviations** from the proposal originally approved by the college for submission. Any and all budget modifications must be processed via the Office for College Advancement to insure that all program objectives continue to be supported by the grant's line item budget. If a grant budget is modified, funds cannot be expended against the revised version until approval is obtained from both the college and, if

required, the funding source. Examples of substantive programmatic or fiscal deviations include but are not limited to: substitutions of summer salary for released time, substitution of one institutional partner for another, change in target population, and change in PI/PD.

All funding sources differ but most require that modifications be requested, and receive prior approval, when:

- Key personnel change,
- New line items are added to the budget,
- The total dollar amount of the award changes, or
- The scope and/or objectives of the project change.

If prior approval is required by the funding source:

- The Grant Project Director must submit the request in accordance with the funding source's format and timelines via College Advancement; and
- Changes cannot be implemented, nor can funds be reallocated, until College Advancement receives written confirmation from the funding source.

Most requests for budget modifications must be submitted **within** the grant project period. It is recommended that all requests for budget modifications be submitted midway through the grant project period to allow adequate time for review by the funding source and implementation by the Grant Project Director. The college reserves the right to disallow requests for budget modifications based on the nature and timeliness of such requests. In addition, be sure to check with the applicable program officer at your grant funding source. Some funders have a deadline to submit budget modifications or have other restrictions on changes.

Hiring Project Staff: Contact the Office for College Advancement to discuss how to hire new project staff. If your project requires hiring new staff, please be aware that such hires are subject to the eVerify process. This is an electronic process that verifies employment eligibility. **New staff must go through the eVerify process on or before their first day of hire**.

In addition, the New York State Department of Labor requires that PI's/PD's must provide a copy of the NYS wage letter at the time the employee accepts the position. No employee should work until he/she receives a copy of this notification.

Finally, **be sure to complete the checklist for new hires**.

Project Monitoring & Compliance: The PI/PD has responsibility for monitoring his/her grant project on an ongoing basis and complying with all the rules and regulations of the funding source, the college and RFCUNY, if applicable. College Advancement must be notified, in advance, if a current or a potential funding source is planning to schedule, or has scheduled, a site visit to assist in welcoming the funding source to the campus.

Project Reports: The Grant Project Director is responsible for preparing and submitting all interim and final narrative and fiscal reports to their department chair and/or supervisor, as well as College Advancement. College Advancement maintains copies of interim and final reports in the college's centralized grant files.

Although some funding sources do not require submission of final reports until after the project has ended, it is recommended that such reports be completed prior to the project end date whenever possible. Completing reports prior to the project's end date will allow the Project Director—whose salary may be covered by the grant—to -- write such reports. If the Grant Project Director's employment ends, or the grant is not renewed, the completion of the Final Report becomes the responsibility of the Grant Project Director's supervisor or department chair.

Effort Reporting: It is the responsibility of the PI/PD to ensure accurate effort reporting for grant staff. For grants managed using RFCUNY, effort reporting is done using online systems. The Associate Director of Funds Management will work with PI's to familiarize them with effort reporting systems and provide any missing information so that the PI's/PD's can complete and certify online effort certifications.

Official Records: The Office for College Advancement maintains a centralized file history on all grants for the college, in conformance with CUNY's Guidelines for Records Retention and Disposition. Grant Project Directors are responsible for maintaining the daily program files as well as copies of all requisitions for expenditures for audit purposes. In the event that a grant is not renewed, or if the grant project has been completed, the Grant Project Director should arrange to have all files transferred to the Office for College Advancement where they will be reviewed and subsequently forwarded for storage.

Recovering from Rejection

Imagine it: after weeks – maybe even months – of waiting, you finally see an email in your inbox from that funding agency you applied to. You spent weeks on that proposal – getting the approvals you needed, developing your program design – even filling out that Intent to Submit a Grant Proposal form for College Advancement. You start reading and those dreaded words are right there on your screen: "We regret to inform you that your proposal was not selected for funding."

"Regret?" Yeah right.

Those of you who have experienced the sting of rejection from a funding agency are in good company. In 2006, only 8% of first time proposal submissions were funded by the National Institutes of Health. But resubmission works! At the same agency the same year, 28% of those submitting proposals for a second time were funded.

Rejections are a teaching moment for faculty seeking support for their research and for staff seeking support for their programs. The majority of federal, state, and city agencies evaluate proposals on an established and published set of criteria. Larger private foundations take this approach as well. Federal agencies such as the Department of Education, the National Science Foundation, and the National Institutes of Health send all applicants reviews of their applications – successful or unsuccessful – which are important to evaluating the potential for the agency funding a subsequent re-submission.

Proposals get rejected for a variety of reasons – administrative errors, inappropriate choice of PI, project design, budget – even politics. A careful reading of the reviews provided will give you guidance on why your proposal was rejected.

Once you have read your reviews, you need to evaluate whether to re-submit this proposal to the same agency, look for another source of support that may be more in line with your goals, or hold off on looking for funding at this time. Identify common threads in your reviews and evaluate if they are easily addressed. Discuss the reviews with a colleague you trust who is an expert in your area. Contact the program officer of the funding stream you applied for to see if they can provide insight into how you should address shortcomings. And assess the relevance and importance of your project – to your field if it is a research proposal, and to students if it is a program proposal.

Even if the funder you applied to does not provide formal reviews, contact a program officer or staff member to see if they can provide informal feedback on your proposal. These conversations can be very helpful to relationship-building. In the world of grantmaking, "no" does not always mean "never." Grant success is a lifelong process. Anyone who writes grant proposals has received that rejection letter. The key is to take that rejection and learn from it.

<u>**Grants Support Civic Engagement at Kingsborough**</u>
(Reprinted from the March 2014 issue of Kingsborough's Grants Newsletter)

Kingsborough Community College was one of the first community colleges in the nation to focus attention on the importance of civic engagement in the education of its students. After establishing a Center for Civic Engagement, headed by Lavita McMath Turner, Director of Government Relations, in fall 2013, a new graduation requirement went into effect for incoming students: in order to graduate, students must complete two civic engagement (CE) experiences. Students can fulfill this requirement by taking a CE-certified course, completing a college-sponsored activity, or participating in an activity proposed by the student.

Since then, KCC Faculty and staff have been hard at work incorporating civic engagement into coursework, identifying campus activities that qualify as CE experiences, and reviewing outside activities. They have also been writing, securing, and managing grants. Grants are a great way to support civic engagement activities; funders look favorably on projects that engage students in community work and prepare them to be active, productive citizens. Descriptions of these programs follow:

Community College National Center for Community Engagement (CCNCCE), headquartered at Mesa Community College in Arizona, recently funded Kingsborough's *Engaging Diversity* program. Co-led by Professor Peter Fiume and Lavita McMath Turner, this project will aid in the full integration of the CE requirement into coursework in Behavioral Sciences, Art, and History, Philosophy and Political Science departments. In addition, the grant supports the use of a "Common Intellectual Experience," identified by the American Association of Colleges and Universities as a high-impact practice, to fulfill the CE requirement.

National Science Foundation Science Education for New Civic Engagements and Responsibilities (SENCER), awarded to Dr. Anna Rozenboym, Assistant Professor of Biological Sciences, will support the integration of civic engagement and active learning into gateway courses – those required of all Biology or all Allied Health programs majors. Using food as a unifying theme, this project will encourage students' civic engagement by raising issues of food acquisition, food access, food choices, geo-social aspects involving food, and healthcare within biological science coursework.

CUNY Service Corps provides Kingsborough students with the opportunity to work at New York City non-profits for an entire school year, participate in a cohort experience, and potentially earn college credit. Corps members participate in projects in one of four focus areas: health, sustainability, education or economic issues. The first year of this program continues through the end of June, and applications for the second year are currently being accepted.

JPMorgan Chase Foundation provides funding to support Kingsborough students working at non-profits around the city. Students participate in a structured internship experience modeled after the college's internship class. After participating in a two-week pre-placement "boot camp," students work 8-10 hours per week in a non-profit organization, meet every two weeks with an internship counselor, meet monthly as a cohort, and engage in reflective work to incorporate what they learn in the classroom with what they are doing in the field. At the conclusion of the internships, students evaluate their experiences, and supervisors evaluate their

performance. The first cohort of students has completed their internship, and the second is about to begin.

"Civic engagement can take many forms, and grants are a useful way to kick-start new initiatives at the college," says Lavita McMath Turner. "I encourage faculty and staff to partner with the Center and work with College Advancement as they develop grants to further Civic Engagement at the College."

CIVIC ENGAGEMENT CORE COMPETENCIES RUBRIC

	POLITICAL KNOWLEDGE	CIVIC KNOWLEDGE	ADVOCACY	SOCIAL RESPONSIBILITY	SERVICE	LEADERSHIP
DOMAIN	Demonstrates understanding of how the processes, principles, and structure of governments and political institutions affect individuals in society.	Demonstrates understanding of how a dominant perspective shapes social authority and patterns of power.	Demonstrates understanding of needed skill sets and processes to advance group position on a civic topic, and demonstrates capacity to carry out and reflect on public efforts that involve service, public education, and/or policy formulations as a means to influence decision makers.	Demonstrates understanding of the importance and/or lack of importance for individuals and organizations to behave ethically and with due sensitivity toward social, cultural, economic and environmental issues.	Demonstrates understanding and/or participation in activities that reinforce a sense of civic identity and continued commitment to public action.	Demonstrates understanding of how to inspire or facilitate others to build democratic societies and/or the counter perspective.

SELECT TWO DOMAINS. FOR EACH DOMAIN YOU CHOOSE, DESCRIBE CONCRETE EXAMPLES (E.G. ACTIVITIES, ASSIGNMENTS, ETC.) FROM YOUR SYLLABUS OF HOW STUDENTS WILL FULFILL THE DOMAIN'S COMPETENCIES.

	POLITICAL KNOWLEDGE	CIVIC KNOWLEDGE	ADVOCACY	SOCIAL RESPONSIBILITY	SERVICE	LEADERSHIP
CORE COMPETENCIES	• Student acquires and/or disseminates knowledge relating to political issues. • Student demonstrates understanding of the need for awareness of the interconnectedness and cumulative benefit of diverse political perspectives. • Student describes key historical struggles, campaigns, and social movements that sought/seek to achieve the full promise of democracy. • Student acquires knowledge of relevant political issues affecting local and/or global communities. • Student participates in a political movement and/or campaign. • Student listens, discusses, debates with others of different viewpoints on political, social, economic, and cultural issues.* • Student utilizes media to achieve civic engagement objectives. • Student engages in activities to improve the community through political venues.	• Student examines the central principles and historical development of democratic governments. • Student examines American democracy from a comparative perspective relative to the expressions of ideals and practices in other countries. • Student examines the philosophy of building coalitions to develop ideas that are greater than the individual through group synergy. • Student examines the impact of government and political systems on public policy formulation and decision making. • Student examines democracy-building strategies through research and application. • Student examines useful strategies to address mutually agreed upon problems on campus and in community, society or the world.	• Student communicates strategically and effectively in support of a civic endeavor. • Student applies information and concepts from previous class lessons to a new perceived unjust situation in order to benefit the oppressed. • Student demonstrates the ability to appreciate the perspectives of those with different viewpoints on controversial issues. • Student listens, discusses, debates with others of different viewpoints on political, social, economic, and cultural issues.* • Student formulates action plan to influence dominant/powerful forces to act in a way that benefits the poor, marginalized, or oppressed. • Student identifies social and/or individual problem and creates campaign to draw attention to the situation. • Student facilitates constructive dialogue with peers, faculty, and community members. • Student engages in meaningful volunteer activity.*	• Student formulates strategies for action to contribute to the perceived common good of society. • Student demonstrates understanding of possible consequences for violating unjust rules or laws. • Student appropriately participates in activities that seek to change unjust rules or laws. • Student formulates action plans to be defenders of the oppressed, weak, vulnerable, or mother earth. • Student actively participates in cultural activities or events within local or global community. • Student demonstrates the relationship between healthy behavior and the accomplishment of long-term professional and/or personal goals. • Student formulates strategies that promote health and reduction or elimination of risk factors for themselves or others. • Student recognizes the value of the arts as a means to facilitate civic dialogue and engage diverse constituencies. • Student engages in meaningful volunteer activity.*	• Student uses extracurricular activities to improve the community through engagement. • Student successfully completes Service Learning Course. • Student identifies the role of spirituality in self and engages in activities that support religious affiliation. • Student engages in meaningful volunteer activity.* • Student organizes food, coat, blood drives and the like.	• Student serves as the catalyst for others to act. • Student leads projects and activities. • Student attends leadership skills development activity. • Student demonstrates organizational skills to effectively run groups, meetings and projects. • Student facilitates effective involvement from stakeholders. • Student seeks out leaders of cultural organizations to serve as mentors to groups and/or individuals. • Student understands the important role of followers. • Student understands the different approaches to leadership.

* This example appears in multiple domains.

Grant Funding for Research

Academic institutions have a long history of providing a space for encouraging faculty to engage in research to further their field of study. Such institutions realize that faculty research not only has intrinsic value to faculty members, enabling them to remain current in their fields and pursue such professional goals as tenure and advancement, but also provides benefit to the institution and its students.

Community college faculty has a greater emphasis on teaching and learning than faculty at four-year colleges and graduate degree-granting institutions. Because of this, it can be a challenge to maintain an active research program. Seeking and securing grant funding is one way for community college faculty to get the time and resources they need to pursue their research.

Faculty research can also enhance the student experience, both directly and indirectly. When faculty members are engaged in their fields, they can bring that engagement into the classroom and show students how what they are learning has "real world" impact. In addition, students can benefit from direct participation in faculty research; the American Association of Colleges and Universities considers undergraduate research to be a "high-impact practice." Grant funding can be used to support this practice.

Resources for Research at CUNY

The CUNY website features a section on research (http://www.cuny.edu/research.html). This page acts as a portal for more information about research for faculty and students.

The Office for the Vice Chancellor for Research (http://www.cuny.edu/research/ovcr.html) "promotes and supports research and discovery, and fosters technology transfer and commercialization to stimulate economic growth and a better quality of life for New York State and the rest of the world."

CUNY also administers research funding programs for faculty, including the Community College Collaborative Incentive Research Grant, the Collaborative Incentive Research Grant, and the Junior Faculty Research Award in Science and Engineering. Information on these programs can be found online at http://www.cuny.edu/research/faculty-resources/internal-funding-programs.html.

Resources for Identifying Funders and Collaborators

COS Pivot: Through its relationship with the Research Foundation of CUNY, Kingsborough Community College faculty and staff have access to the COS Pivot (http://pivot.cos.com), a searchable database of funders and collaborators. COS Pivot features include access to funder records for public and private sponsors, pre-populated professional profiles for faculty members at member institutions, and the ability to design tailored funding searches that send weekly updates. Faculty members interested in using this service should set up an online account and claim and update their profiles.

Grants.gov: Grants.gov (http://www.grants.gov/) is the central clearinghouse for all federal funding opportunities. Visit the "manage subscriptions" section of this website (http://www.grants.gov/web/grants/manage-subscriptions.html) to sign up for automatic notifications.

National Institutes of Health (NIH) Research Portfolio Online Reporting Tools (RePORT): The NIH maintains a database of funded proposals (http://report.nih.gov/). The RePORT tool can be used to get information on projects funded under particular mechanisms. Through RePORT you can review project abstracts, find out funding levels, and get information on success rates.

National Science Foundation (NSF) Award Search: Similar to NIH's RePORT, the NSF Award Search (http://www.nsf.gov/awardsearch/) allows you to search funded proposals to access proposal abstracts and funding levels.

National Endowment for the Humanities: Descriptions of funding programs available through the NEH are accessible online on the NEH website (http://www.neh.gov/grants). Deadlines and previously funded projects are accessible within each grant funding opportunity description.

H-Net: Humanities and Social Sciences Online: From their website (http://www.h-net.org/): "An international consortium of scholars and teachers, H-Net creates and coordinates Internet networks with the common objective of advancing teaching and research in the arts, humanities, and social sciences. H-Net is committed to pioneering the use of new communication technology to facilitate the free exchange of academic ideas and scholarly resources." Through H-Net, humanities scholars can sign up for announcements, including funding opportunities (http://www.h-net.org/announce/).

Research Compliance

The City University of New York requires all research conducted at CUNY colleges to comply with certain policies designed to protect the integrity of research, provide protection for human subjects, minimize conflict of interest and the appearance of conflict of interest, and protect the dissemination of research products. Research Compliance policies can be found on the CUNY website (http://cuny.edu/research/compliance.html). Please contact the Officer listed for more detailed information about each program below.

The Responsible Conduct of Research (http://cuny.edu/research/compliance/Responsible-Conduct-of-Research.html) policy outlines responsibilities of researchers, the grant office, students, and the Research Integrity Officer in ensuring research integrity. Particularly important to securing grant funding is fulfilling the outlined training requirements. Kingsborough's Research Integrity Officer is Dr. Reza Fakhari, Associate Provost and Assistant Vice President for Academic Affairs (reza.fakhari@kbcc.cuny.edu; 718-368-5029).

The Human Research Protection Program (http://cuny.edu/research/compliance/human-subjects-research-1.html) provides for the protection of the rights and welfare of human subjects in research. Particularly important is ensuring that research involving human subjects is reviewed and approved by the Institutional Review Board (IRB) prior to grant expenditure. This involves the fulfillment of specific training requirements and submitting an IRB application. IRB applications should be submitted when grant proposals are submitted to ensure that IRB approval does not delay the implementation of sponsored research. You can find information about HRPP at Kingsborough online: http://www.kbcc.cuny.edu/irb/Pages/hrpp.aspx. Kingsborough's HRPP Coordinator is Ms. Carmen Rodriguez, Director of Academic Programs (carmen.rodriguez@kbcc.cuny.edu; 718-368-5029).

CUNY's Conflict of Interest Policy ensures that research results are not impacted by actual or perceived conflict of interest. Information on the policy and regulatory requirements are available online (http://www.cuny.edu/research/compliance/conflictofinterestpolicy.html). Please pay particular attention to the training requirements for Public Health Service-funded grants. Kingsborough's Conflict of Interest Officer is Dr. Reza Fakhari, Associate Provost and Assistant Vice President for Academic Affairs (reza.fakhari@kbcc.cuny.edu; 718-368-5029).

Finally, CUNY's policy on Export Controls balances its commitment to research of international benefit and interest against the need to protect the products of research from misuse. Please review these guidelines carefully to evaluate whether your project is governed by this policy (http://www.cuny.edu/research/compliance/Export-Control.html).

Research Foundation Policies

All government-funded grants and most large private grants (especially those requiring hiring new staff) must be administered through the Research Foundation of CUNY (RFCUNY). All potential PI/PD's should familiarize themselves with RFCUNY policies governing grant administration. The RFCUNY Project Director/Employees Guide is available online at: https://www.rfcuny.org/RFWebsite/research/content.aspx?catID=1180

Particularly important when developing your grant budget is to be familiar with RFCUNY's policy on **cost sharing**. As you develop your grant budget, **only include cost share when required by the sponsor**. And choose cost share that is easily calculated and documented.

It is also important to be sure you are clear about the use of sub-recipients and consultants. If you anticipate that your project/research design requires either collaboration with another academic (CUNY or otherwise), non-profit, or for-profit entity, or may require the procurement of specific services in the form of an independent contractor agreement, please confer with College Advancement about the distinction between these types of third-party arrangements, how to budget for them, and the Research Foundation's policies surrounding these relationships.

THE GRANT DECISION MAKING MATRIX	YES	NO
CHECK YES OR NO FOR EACH QUESTION LISTED BELOW:		
1. Are you familiar with the Grant Review and Approval Process? **IF NO, GO TO COLLEGE ADVANCEMENT'S WEBSITE OR CALL COLLEGE ADVANCEMENT FOR PROCEDURAL GUIDELINES.**		
2. Does this project fit within the college mission and priorities? **IF NO, STOP HERE. THE PROJECT CANNOT BE APPROVED.**		
3. Is there adequate time to write, compile, get authorization for, and submit the proposal 10 days before the submission deadline? **IF NO, SPEAK TO YOUR DEPARTMENT CHAIR OR SUPERVISOR BEFORE PROCEEDING.**		
4. Is the project an important value-add for the college?		
5. Have you identified a source of funding?		
6. Have you talked to your department chair or supervisor about this opportunity?		
7. Does the college have a history/relationship/rapport with this funding agency? **IF YOU AREN'T SURE, CALL COLLEGE ADVANCEMENT.**		
8. Are you familiar with the guidelines of the grant opportunity?		
9. Does your project fall within the interests of the funding agency and the opportunity they are sponsoring?		
10. Do you have a project concept that is based on models or best practices in the field?		
11. Do you have adequate training, experience, and time to administer the grant?		
12. Have you identified with whom you will collaborate to develop/write/package the proposal?		
12a. If yes, have you identified grant partners outside the college?		
13. Have you discussed this opportunity with those partners?		
14. Does the college have the resources (space, personnel) to administer this grant?		
15. If the project requires institutional match, have you identified potential source(s) of the match?		
16. Does the grant offer indirect cost recovery to the college?		
17. Does the college have the resources to sustain this project beyond the period of grant support?		
18. Does this project have future financial potential for the college, or improve college efficiencies?		
99. Does this project advance scholarship or best practices in the field, and/or will it serve as a model that may be replicated by others?		
Scoring. One point for each "Yes":		

17– 20 points = you're ready to work on this project and College Advancement will work with you, if time allows, to meet your deadline.

14 – 16 points = your project is well thought out, and College Advancement will work with you to develop a full proposal for this or some future competition.

10 – 13 points = your project is almost ready to be developed, but needs some further work or planning on your part.

5 – 9 points = you need to invest more time in concept development before your project can proceed.

0 – 4 points = your project is not likely to make it onto the grant schedule.

NOTICE OF INTENT TO SUBMIT A GRANT APPLICATION

Use for grants with a PI/PD who is a member of the instructional staff

Complete this form as fully as possible and submit this form to College Advancement (M243) at least twelve working days in advance of submitting a proposal.

Make sure all approvals are in place.

Primary Investigator/Project Director:_____ Today's Date:_____

Department:_____Extension:_____

Date Due:_____ Sponsor:_____

Program Announcement # or URL:_____

CFDA (federal grants only) #_____

Proposed Project Title:_____

1.   Is this a federal grant? ☐ No ☐ Yes

2.   If a non-federal grant, is online submission required?   ☐ No ☐ Yes

If yes, do you currently have access to the online submission interface? ☐ No   ☐ Yes

3.   Are other institutions involved? ☐ No   ☐ Yes

If yes: a.   Please list other institutions involved: _____

_____

b.   Is Kingsborough the lead?   ☐ No ☐ Yes

If no, indicate lead institution: _____

4.   Is this a research project? ☐ No   ☐ Yes

If yes, have you completed the Responsible Conduct of Research (RCR) training? ☐ No ☐ Yes

Please attach a copy of your RCR certificate to this application

5.   Does this project involve human subjects? ☐ No   ☐ Yes

If yes, describe status of project with IRB: _____

_____

_____

6. Will this project require existing and/or additional space on or off campus?

☐ No ☐ Yes if yes: ☐ Existing ☐ On-campus
☐ Additional ☐ Off-campus

Please describe space needs and additions and/or renovations to be made: _____

_____

_____

7. Will this project involve the acquisition of computer hardware and/or software? ☐ No ☐ Yes

If yes, please describe: _____

8. Will this project involve the acquisition of major equipment? ☐ No ☐ Yes

If yes, please describe: _____

If you answer "yes" to questions 6, 7, or 8, approval from the Vice President for Finance and Administration is required below.

9. Are you requesting salary support for yourself? ☐ No ☐ Yes

If yes, select type and calculate where indicated below:

☐ Released Time:

_____ hours of released time x $1,250 per hour = $ _____ (A)

$_____ (A) x 0.49 (released time fringe rate) = $ _____ (B)

Total value of released time requested (A + B) = $ _____ (C)

☐ Summer Salary (for most grants, faculty may request up to 2 months of summer salary)

Summer Salary: $ _____ ÷ 9 = $ _____ (D)

$ _____ (D) x _____ (number of months) = $ _____ (E)

$ _____ (E) x 0.26 (summer salary fringe rate) = $ _____ (F)

Total value of summer salary (E + F) = $ _____ (G)

☐ Research Leave: (length of leave) _____

10. Are you requesting a research assistant? ☐ No ☐ Yes

If yes, please indicate: ☐ Undergraduate ☐ Graduate ☐ Other_____

11. Are you requesting other staff? ☐ No ☐ Yes

If yes, please indicate: _____ (#) full-time _____ (#) part-time

If yes, will this staff member require new office space? ☐ No ☐ Yes

If new office space is required, approval from the Vice President for Finance and Administration is required on page 3 of this form.

12.   Indirect Costs: base: $_____ x rate: _____% = $_____

Kingsborough's federally approved indirect cost rate, effective 07/01/2015, is 52.30% of salary plus fringe for on-campus work, and 23.30% of salary plus fringe for off-campus work. Refer to funder guidelines for possible limits on indirect costs and preferred base.

If requesting less than the approved rate, please indicate the reason:

☐ Funder has placed a limit on the indirect cost recovery of ___% on _____

Please attach portion of guidelines reflecting that limit to this form

☐ Matching funds are required and I am requesting that $_____ in indirect costs be used to meet this match

Please attach portion of guidelines reflecting that requirement to this form

☐ This sponsor does not allow for payment of indirect costs

Please attach portion of guidelines reflecting that requirement to this form and get presidential sign-off as indicated below

☐ Other reason

Please attach a brief narrative justification for this request

13.   Are matching funds required? ☐ No ☐ Yes

If yes, please indicate allowable types: ☐ in-kind   ☐ cash   ☐other

14.   Is there any conflict of interest?   ☐ No ☐ Yes

If yes, please explain: _____

_____

<u>Please attach a brief abstract of the proposal along with a draft budget</u>

_____
Signature of Principal Investigator/Program Director   Date

_____
Signature of Chair   Date

_____
Signature of Provost   Date

_____
Signature of Vice President for Finance and Administration   Date

_____
Signature of President acknowledging waiver of indirect costs   Date

KINGSBOROUGH

COMMUNITY COLLEGE

NOTICE OF INTENT TO SUBMIT A GRANT APPLICATION

Use for grants with a PI/PD who is a member of the non-instructional staff

Complete this form as fully as possible and submit this form to College Advancement (M243) at least twelve working days in advance of submitting a proposal.

Make sure all approvals are in place.

Primary Investigator/Project Director:_____ Today's Date:_____

Department:_____ Extension:_____

Date Due:_____ Sponsor:_____

Program Announcement # or URL:_____

CFDA (federal grants only) #_____

Proposed Project Title:_____

1.   Is this a federal grant? ☐ No   ☐ Yes

2.   If a non-federal grant, is online submission required?   ☐ No ☐ Yes

If yes, do you currently have access to the online submission interface? ☐ No   ☐ Yes

3.   Are other institutions involved? ☐ No   ☐ Yes

If yes: a.   Please list other institutions involved: _____

_____

    b.   Is Kingsborough the lead?   ☐ No ☐ Yes

        If no, indicate lead institution: _____

4.   Is this a research project? ☐ No   ☐ Yes

If yes, have you completed the Responsible Conduct of Research (RCR) training? ☐ No   ☐ Yes

Please attach a copy of your RCR certificate to this application

5.   Does this project involve human subjects? ☐ No   ☐ Yes

If yes, describe status of project with IRB: _____

_____

6.   Will this project require existing and/or additional space on or off campus?

☐ No   ☐ Yes   if yes: ☐   Existing   ☐ On-campus

☐   Additional   ☐ Off-campus

Please describe space needs and additions and/or renovations to be made:

_____

_____

_____

7.   Will this project involve the acquisition of computer hardware and/or software? ☐ No   ☐ Yes

If yes, please describe: _____

_____

8.   Will this project involve the acquisition of major equipment? ☐ No   ☐ Yes

If yes, please describe: _____

_____

If you answer "yes" to questions 6, 7, or 8, approval from the Vice President for Finance and Administration is required on page 3 of this form.

9.   Are you requesting salary support for yourself? ☐ No   ☐ Yes

If yes, select type and calculate where indicated below:

☐   Released Time:

____% (percent effort)   x   _____ (annual salary) = $ _____(A)

$_____ (A) x 0.49 (released time fringe rate) = $ _____(B)

Total value of released time requested (A + B) = $ _____(C)

10.   Are you requesting other staff?   ☐ No   ☐ Yes

If yes, please indicate: _____(#) full-time   _____ (#) part-time

If yes, will this staff member require new office space?   ☐ No   ☐ Yes

If new office space is required, approval from the Vice President for Finance and Administration is required on page 3 of this form.

11.   Indirect Costs: base: $_____$ x   rate: _____% = $_____

Kingsborough's federally approved indirect cost rate, effective 07/01/2015, is 50.30% of salary plus fringe for on-campus work, and 23.30% of salary plus fringe for off-campus work. Refer to funder guidelines for possible limits on indirect costs and preferred base.

        If requesting less than the approved rate, please indicate the reason:

        ☐ Funder has placed a limit on the indirect cost recovery of ___% on _____

        Please attach portion of guidelines reflecting that limit to this form

        ☐ Matching funds are required and I am requesting that $_____ in indirect costs be used to meet this match

        Please attach portion of guidelines reflecting that requirement to this form

        ☐ This sponsor does not allow for payment of indirect costs

        Please attach portion of guidelines reflecting that requirement to this form and get presidential sign-off as indicated below

        ☐ Other reason

        Please attach a brief narrative justification for this request

12.   Are matching funds required? ☐ No ☐ Yes

        If yes, please indicate allowable types: ☐ in-kind   ☐ cash   ☐other

13.   Is there any conflict of interest?   ☐ No ☐ Yes

If yes, please explain: _____

_____

Please attach a brief abstract of the proposal along with a draft budget

_____
Signature of Principal Investigator/Program Director   Date

_____
Signature of Supervisor   Date

_____
Signature of Dean, Assistant VP, or Vice President   Date

_____
Signature of Vice President for Finance and Administration   Date

_____
Signature of President acknowledging waiver of indirect costs   Date

Grant Proposal Package Checklist: *to be submitted to M243 with proposal documents two working days before a proposal deadline.*

Primary Investigator/Project Director:_____

Date:_____

Department:_____Extension:_____

Proposal Deadline:_____ Sponsor:_____

Program Announcement # or URL:_____

CFDA (federal grants only) #_____

Proposed Project Title:_____

_____

Checklist: check items below

☐   If not available online, a copy of the sponsor's proposal guidelines

☐   Completed application forms as required by the sponsor

☐   The final budget and budget justification in the format required by the sponsor.

☐   Completed and signed CUNY compliance forms as required :

     ☐   Export Control Checklist

     ☐   Conflict of Interest Disclosure (if applicable)

     ☐   RCR Training Certificate (research only)

     ☐   IRB Application (Human Subjects research only)

If applicable:

☐   Complete documentation for all proposed subcontracts

☐   Consultant Letter(s) of Intent/Commitment and Bio sketch(es)

☐   Documentation of appropriate approvals for all direct cost sharing requests (mandatory or voluntary)

PI: _____   Funding Opp. #: _____

Institution: _____   Sponsor: _____

Checklist to Determine Subrecipient or Contractor Classification
(for internal CUNY use only)

DEFINITIONS FROM FEDERAL UNIFORM GUIDANCE (2 CFR, PART 200):

Subrecipient:
§200.93 - Subrecipient means a non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program; but does not include an individual that is a beneficiary of such a program.
§200.331 - Subaward proposals must use a subrecipient's federally negotiated Facilities & Administrative (F&A) rate. If none exists, then a 10% de minimis rate should be used, unless no F&A rate is required.

Contractor:
§200.23 - Contractor means an entity that receives a contract defined in §200.22.
§200.22 - Contract means a legal instrument by which a non-Federal entity purchases property or services needed to carry out the project or program under a Federal award.

OTHER FEDERAL GUIDANCE:

From NIH:
Subawardees (subrecipients) should make a major contribution to the project. Use a subaward when you need another institution for design, conduct, or outcome of your project. **Consultants** usually provide advice or services—for example, supplying software, making technical comments, or setting up equipment—and sometimes participate significantly in the research. They work for a fee.

INSTRUCTIONS: Complete sections 1 & 2 attached by marking all characteristics that apply to the outside entity. The section with the greatest number of marked characteristics indicates the relationship the entity will most likely have with CUNY. There may be circumstances when the relationship does not easily conform to either the subrecipient or contractor categories as indicated by the checklist. In these situations, the substance of the relationship should be given greater consideration than the type of agreement. Section 3 should be used to provide the documentation used in determining the proper relationship classification.

NAME OF OUTSIDE ENTITY: _____

SECTION 1 – SUBRECIPIENT

Description: *A subaward is for the purpose of carrying out a portion of a Federal award and creates a Federal assistance relationship with the subrecipient. Characteristics that support the classification of the non-Federal entity as a subrecipient include:*

1. The subrecipient must comply with the sponsor requirements of the prime award (e.g. effort reporting on federal awards);

2. The subrecipient exercises programmatic control over how the sponsored work is performed. It makes independent decisions regarding how to implement the proposed activities, as opposed to providing goods or services to the prime award PI;

3. The subrecipient is responsible for substantive programmatic work or for conducting a significant portion of the project;

4. A principal investigator has been identified at the subrecipient who functions as a "Co-PI." Publications may be created or co-authored.

Entities that include these characteristics are responsible for adherence to applicable Federal program requirements specified in the Federal award.

SECTION 2 – CONTRACTOR

Description: *A contract is for the purpose of obtaining goods and services for the non-Federal entity's own use and creates a procurement relationship with the contractor. Below are characteristics indicative of a procurement relationship between the non-Federal entity and a contractor:*

1. A contractor is not subject to the compliance requirements of the Federal program (e.g. effort reporting on Federal awards);

2. A contractor provides goods or services developed according to the specifications of the CUNY Principal Investigator;

3. A contractor provides similar goods or services within its normal business operations to other purchasers and normally operates in a competitive environment;

4. A contractor provides goods or services that are ancillary to the operation of the Federal program.

Entities that include these characteristics are not subject to compliance requirements of the Federal program as a result of the agreement, though similar requirements may apply.

DETERMINATION

SUBRECIPIENT   CONTRACTOR

OPTIONAL SECTION 3 – USE OF JUDGEMENT

Description: *In determining whether an agreement between a pass-through entity and another non-Federal entity should be classified as a subrecipient or contractor relationship, the substance of the relationship is more important than the form of the agreement. All of the characteristics listed above may not be present in all cases, and the pass-through entity must use its judgement in classifying each agreement as a subrecipient award or a procurement contract.*

Prepared by: _____   Date: _____

Research Foundation of the City University of New York

SUBRECIPIENT COMMITMENT FORM

For CUNY use:

PRSY: _____

Sections B through I should be completed at the proposal stage by an Authorized Representative who is knowledgeable about your organization's business processes and can obtain input on the scope of work from the principal investigator (PI) based at your organization.

This form must be completed in order to determine whether your organization's relationship to the project is as a subrecipient or as a contractor. This form must be received before a subagreement with CUNY can be established.

Section A: Proposal Information *(to be completed by CUNY Sponsored Research Office)*	
CUNY PI:	College:
Prime Sponsor:	
Title of Proposal:	
CFDA #:	R&D Award? ___ Y ___ N
Proposed Period of Performance Start:	End:

Section B: Subrecipient Information *(to be completed by Subrecipient)*	
Subrecipient Legal Name:	
Address:	
City: State: Zip:	
URL:	
Subrecipient DUNS #: EIN#:	
Institutional Type: Congressional District:	
Subrecipient Proposed Period of Performance Start: End:	
Anticipated Amount of Federal Funds Obligated to the Subrecipient:	

Section C: Subrecipient Eligibility

The CUNY Research Foundation (RF) requires a Subrecipient Commitment Form to be completed before a subagreement may be fully executed. This form will be considered valid for 1 year from the date of signature by your organization's Authorized Official. In the event of changes to the information provided, the RF should be notified within 30 days by sending an email to legalaffairs@rfcuny.org.

Please answer the following questions BEFORE completing the rest of the form.

____ Yes ____ No Is your organization presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in any Federal department or agency?

____ Yes ____ No Is your organization delinquent on repayment of any Federal debt including direct and guaranteed loans and other debt as defined in OMB Circular A-129, "Managing Federal Credit Programs"?

If you answer "Yes" to either of these questions, it will not be possible for CUNY to establish a subagreement with your organization and you do not need to complete the remainder of this form. Please notify CUNY's Principal Investigator immediately.

Section D: Subrecipient Requirements and Responsibilities

The Research Foundation of CUNY (RF) views the subrecipient organization as a true partner in carrying out a sponsored project. The requirements and responsibilities of a subrecipient are different from that of a contractor. The following chart outlines the differences:

Subrecipients	Contractors
➢ The subrecipient must comply with the sponsor requirements of the prime award (e.g., effort reporting on federal awards). ➢ The subrecipient exercises programmatic control over how the sponsored work is performed. It makes independent decisions regarding how to implement the proposed activities, as opposed to providing goods or services to the prime award PI. ➢ The subrecipient is responsible for substantive programmatic work or for conducting a significant portion of the project. ➢ A principal investigator has been identified at the subrecipient who functions as a Co-PI. Publications may be created or co-authored.	➢ A contractor is not subject to compliance requirements of the Federal program (e.g. effort reporting on Federal awards). ➢ A contractor provides goods or services developed according to the specifications of the CUNY Principal Investigator. ➢ A contractor provides similar goods or services within its normal business operations and normally operates in a competitive environment. ➢ A contractor provides goods or services that are ancillary to the operation of the Federal program.

Is my organization properly categorized as a subrecipient as described above? **___ Yes ___ No**

If **No**, please contact the CUNY PI about procuring your organization's products and/or services as a contractor.

Section E: Additional Subrecipient Proposal Information		
Subrecipient Performance Site Address (if different from above):		
City:	State:	Zip:
Subrecipient PI:		
Phone:	Fax:	
Email:		
Address:		
City:	State:	Zip:
Administrative/Contractual Contact:		
Phone:	Fax:	
Email:		
Address:		
City:	State:	Zip:
Financial Contact:		
Phone:	Fax:	
Email:		
Address:		
City:	State:	Zip:
Authorized Signatory:		
Phone:	Fax:	
Email:		
Address:		
City:	State:	Zip:

Section F: Facilities & Administrative Rate

The **Facilities & Administrative Rate** included in this proposal has been calculated based on:

___ Subrecipient's federally negotiated F&A rate for this type of work. (*If this box is checked please attach a copy of your current F&A rate agreement or furnish the URL link to the agreement:*

_____)

___ 10% *de minimis* (minimum) rate (*If the subrecipient does not have a negotiated F&A rate a 10% de minimis rate must be used. This rate is available to both domestic and foreign subrecipients. PIs may not negotiate or agree to lower rates with their subrecipients.*)

___ Other (please explain, e.g., NIH caps foreign subrecipients at 8%):

_____

Section G: Fringe Benefit Rates

Fringe Benefit Rates included in this proposal have been calculated based on:
___ Rates are consistent with, or lower than, our federally negotiated rates. (*If this box is checked please attach a copy of your organization's fringe benefit rate agreement or furnish the URL link to the agreement:*

_____)

___ Based on actual cost.

___ Other (*please explain*): _____

Section H: Research Compliance

Check as applicable:

Does the project involve human subjects? ___ **Yes** ___ **No** ___ **Pending**
If **Yes**, please provide Federalwide Assurance number:

_____ and copies of the IRB approval.

Does the project involve animal subjects? ___ **Yes** ___ **No** ___ **Pending**
If **Yes**, please provide Animal Welfare Assurance number:

_____and copies of the IACUC approval.

Section I: Proposal Documents

The following documents are required with this subaward proposal:

__ **Statement of Work**

__ **Budget and Budget Justification in awarding agency format**

__ **Subrecipient Commitment Form**

__ **Letter of Commitment**

__ **Other**

Subrecipient Authorized Representative Approval

I hereby certify that the information I provided accurately represents the organization of which I am an Authorized Representative. **Any work begun and/or expenses incurred prior to execution of a subaward agreement are at the Subrecipient's own risk.**

_____

Signature of Subrecipient's Authorized Official   **Date**

_____

Name and Title of Authorized Official

Please return this form to: _____

                                     _____

                                     _____

                                     _____

                                     _____

                                     _____

Who's Who in the Grants Development Process

The Office for College Advancement: College Advancement provides pre-and post-award services to members of faculty and administration seeking grant awards to support their work. OCA will provide grant writers with institutional background sections of proposals. College Advancement will be the main point of contact responsible for developing proposals to support major institutional initiatives. Four members of the College Advancement team work together to provide this service:

Elizabeth Basile, Ed.D., Assistant Vice President: provides guidance and supervision to members of College Advancement, including those providing pre- and post-award services to grant applicants.

Mabel Chee, Director of Development: provides assistance in identifying, stewarding, and soliciting public and private funding sources. Includes working with KCC staff members to develop proposal ideas, search for funding prospects, providing one-on-one consultation on the proposal development and grant submission process, and reviewing proposals for thoroughness and completeness before submission; serves as liaison to RFCUNY for the department.

Wanda Morales, Associate Director of Funds Management: reviews proposal budgets and monitors grant funds expenditures post-award. Ms. Morales assists with employee hiring, project account set-up and closing, payroll submission, and provides support and instruction in other aspects of post-award administration. Ms. Morales is one of the department's liaisons to RFCUNY.

Kathryn Giaimo, Manager, Corporate and Foundation Relations: in collaboration with the Director of Development, researches and fosters relationships with corporations and their foundations to provide financial support for new and ongoing projects developed in collaboration with KCC faculty and staff. This includes drafting and/or reviewing proposals prior to submission. She also develops partnerships with local businesses to provide smaller donations, sponsorships, and/or in-kind contributions. Ms. Giaimo is one of the department's liaisons to RFCUNY.

Primary Investigator (PI): person on KCC staff primarily responsible for developing and implementing the program or research being proposed, including program or research design, staffing and management, identifying budget needs, and, upon award, program implementation and administration. This person could be a faculty member or administrator, and is a full-time employee of the college.

Co-PI: if the staff member or faculty member is planning to implement this program or research in partnership with another staff member or faculty member, a Co-PI is identified and is part of the grant preparation team. As with the PI, a Co-PI could be a faculty member or staff member.

PI's and Co-PI's are responsible for writing program design and staffing and management sections of any proposal.

Project Director (PD): alternative to "Primary Investigator," usually for non-research proposals.

Research Foundation of CUNY (RFCUNY): All publicly-funded grants and grants that support salaries are administered by RFCUNY. College Advancement will contact RFCUNY on an as-needed basis when developing proposal budgets to make sure expenses, classifications, and justifications are in line with RFCUNY regulations. This will minimize questions from RFCUNY after a grant is awarded and reduce the need for budget modifications based on a misinterpretation of their requirements. Any grant proposal that requires an A-133 audit report will be administered by the RFCUNY.

Kingsborough Community College Foundation: the KCC Foundation's primary mission is to support college priorities. KCC Foundation does this by funding student scholarships, supporting faculty and curriculum development, and building its endowment. Only grants with budgets that do not include salary support go through the foundation.