

# Grants Management Plan

G R A N T S



Fiscal Year 2024 - 2025





**Mission:** Obtain grant funding that supports MCC’s creation of innovative pathways and quality training programs that empower students to succeed.



**Vision:** Obtain grant funding to support MCC in improving lives and communities.

### Purpose of the Mohave Community College Grants Management Office

The Grants Management office was created to obtain federal, state, corporate and private grants that support the college’s strategic goals.

Grants Management (GM) staff will alert college administration, staff, faculty, community partners, local government partners and others, as appropriate, to funding opportunities. If the response is positive, staff will engage in gathering ideas for projects that could be accomplished with specific grant funding. Once the concept has been approved by the Executive Team, staff will move forward to develop a proposal. The Executive Team may identify MCC personnel to be part of the proposal development team, the proposal review team, and/or may approve drafting of a Memorandum of Understanding with local government or community partners for the purposes of partnering for a mutually beneficial project.

GM staff will facilitate Compression Planning sessions to build out concepts, then coordinate, prepare, write, develop, research and collaborate with Subject Matter Experts (SME) and the proposal team. This will ensure that proposed projects are feasible within the grant performance period and are aligned with the college Strategic Plan and Academic Master Plan. Once the proposal is approved, GM staff will submit all data/components required for submission of a proposal packet in Grants.gov or as required by other funding sources.

When a grant is awarded, GM staff will coordinate the implementation of the projects and purchases as described in the grant proposal and ensure compliance with all applicable regulations. They are responsible to make certain that timelines, outputs, and outcomes outlined in the grant are achieved as necessary for successful completion of the projects. To accomplish this, GM staff will work with Finance and Procurement staff to ensure purchases are conducted according to MCC protocol and regulations pertaining to the specific funding source. They will consult with Finance to establish budget codes and maximum spending limits to ensure grant category funds are tracked separately and budget forecasts are not exceeded without warning. See the Business Management section for detailed information.

## Sourcing Grant Opportunities

Goals from the MCC Strategic Plan 2020 – 2026 that could benefit from grant funded initiatives, projects and/or purchases:

- To provide an inspiring education exemplified by clear pathways as a steppingstone to completion, transfer, or post-college success.
- To be an economic engine by providing strong workforce training and collaborating with our K-12 education partners.
- To create state-of-the-art learning facilities.
- To deliver the right academic programs to meet the needs of this region using multiple types of learning modalities.
- All adults who have not yet completed a post-secondary degree will be inspired to attain the credential, certificate, or degree they seek from Mohave Community College by 2030.
- Offer relevant programs and courses that ensure preparation for the real world and the future.
- Create personalized and inviting services that support students in person or online.
- Provide assistance for students' academic and non-academic needs.
- Develop innovative uses of technology and teaching practices leveraged to deliver dynamic and engaging learning experiences.
- Increase college readiness of Mohave County prospective students.
- Improve student preparedness for careers and community engagement by expanding experiential learning opportunities with the support of external partnerships.
- Implement academic planning and delivery models that address the scheduling, modality, and program needs of the students we serve.
- Implement support services and activities aimed to increase the educational and personal success of underserved student populations.
- Enhance employee capacity by supporting the achievement of annual professional development goals.
- Create a consistent learning environment that offers faculty, staff, and students the same tools, equipment, and software using platform agnostic hardware and software, remote communication tools, and mobile technology.
- Minimize the college's vulnerability to cybersecurity threats.

## Grants Management Goals and Responsibilities

2024 - 2025—Obtain and manage \$4m in grant funding

Integrate grants and effective grants management into the culture of MCC. Ensure that deliverables are clearly defined, explained and agreed-upon prior to proposal submittal. Establish an MCC grants management protocol. Use Compression Planning process to develop proposal concepts.

Attend meetings and provide support as needed for existing grants.

**Perkins Grant:** Support faculty/staff to maximize funding as possible and data-entry for Grants Management Enterprise (GME). May coordinate approved purchases/projects and assist with required reporting.

Participate in all AC4 meetings. Review grants.gov twice weekly at minimum, for grant opportunities. Meet with Deans to discuss their plans, projects and other needs that could be supported through grant funding, as well as discuss existing grant proposals or progress.

Meet with Executive Vice President monthly or more frequently as needed to report progress, new initiatives, grant opportunities and initiate the process of obtaining necessary approvals from the MCC Executive Team.

Update Grants Summary List bi-weekly at minimum and provide to Executive Vice President.

Maintain active user accounts in SAM.gov, Grants.gov, HEPIS, GME, G5, ASAP and other grant application and/or management websites. Ensure MCC registration and point of contact information in SAM.gov is up to date.

Add an alternate AOR role to every Grants.gov workspace. Two people from Finance have Roles in SAM.gov and have agreed to act in this capacity.

Identify and purchase grant management software.

When required by a grantor agency or desired by MCC Executive Team, complete the process to negotiate an Indirect Cost Rate.

Research and participate in training to become an effective and successful Grants Management office.

## Grants Management Scope of Work

Most grantmaking organizations require submission of proposal packets in their system, using their forms, templates, platform, and reporting mechanisms. For effective grant management, GM staff will understand the variations in platforms, definitions and required forms for key agencies. Staff will maintain a library of background information and data to support the development of effective grant proposals.

There are countless grant opportunities. The Grants Management office will source and pursue those that align with MCC strategic goals. This will ensure that grant projects will build momentum for the college. The proposal strategy should always point back to the mission and vision of MCC and connect the project to the strategic plan.

GM staff will review successful grant proposals online and complete training offered by Grants.gov and others as appropriate. Staff will strive to meet grantmaking organizations' expectations and obtain the maximum points possible for evaluation categories. Details about previous awards and proposals are easily available online and will provide deeper insight into whether MCC would be a good fit and how projects can be developed that will receive future funds.

### Step 1--Identify Opportunities for Assistance

Grants Management staff will regularly research opportunities on Grants.gov, the Arizona Department of Education website and other funding sources if required for a specific purpose. Alternatively, staff/faculty may approach GM staff if they have a project that would be enhanced by grant funding, requires grant funding to proceed, or have identified grant funding they want to pursue.



Once a grant funding opportunity is identified GM staff will:

- Engage with appropriate MCC employees and/or partners to gauge interest in developing a project suitable for funding under the grant.
- Develop a basic concept for a project or proposal.

### Step 2--Analyze Capacity for Benefit

- Does the concept support MCC goals?
- Is the project feasible and reasonable?
- Is a match required and what resources can be utilized to establish it?
- Obtain decision to pursue from the Executive Team.
- Executive Team identifies staff/faculty to participate on the proposal development and review teams.

### Step 3--Prepare and Submit to the Granting Agency

- Utilize Compression Planning (see page 9) to conduct meeting(s) with proposal team.

- Research data to demonstrate eligibility, describe the area to be served and to support proposal concept.
- Write proposal narrative.
- Develop budget and write budget narrative.
- Consult with SMEs, as necessary.
- Review and approve application package.
- Application package preparation:
  - ✓ Coordinate required attachments
  - ✓ Coordinate letters of support and/or commitment
  - ✓ Develop and coordinate signatures for Memorandum of Understanding (if applicable)
  - ✓ Collect resumes of key grant personnel
  - ✓ Create required document formats
  - ✓ Submit application package electronically (or other depending on funding source)



#### **Step 4--Negotiate Award Package**

Award negotiations means the scope of activities between proposal submission and the acceptance of an award. GM Director will advise or engage the Executive Vice President, Finance and other college personnel as required for the negotiation process. The result of award negotiations is a mutually agreeable set of terms under which MCC will conduct the proposed project.

#### **Step 5--Implementation**

GM staff will be responsible for managing grant projects and ensuring projects proceed as described in the application package, within the established time frame, within the outlined budget and achieve the projected outcomes and/or outputs. GM staff will develop and submit reports as required by the grantor agency.

Activities will include:

- Development of timeline and milestone goals.
- Outline activities to achieve established goals.
- Clearly define roles and responsibilities.
- Schedule and conduct regular meetings of personnel and partners involved in grant activities.
- Maintain open lines of communication with all personnel and partners involved in grant activities.
- Write policies and procedures as required to govern activities under the grant.
- Budget management in coordination with Finance.
- Work with Procurement and Finance to make approved purchases with grant funds.
- Ensure compliance with MCC procedures, grant and federal regulations.
- Progress and budget evaluations done monthly at minimum.
- If project scope or budget changes become necessary, negotiate with funding agency point of contact to obtain permission prior to execution.
- Subrecipient monitoring and site visits, if applicable.
- Negotiate a continuation or complete a renewal application, if necessary.

#### **Step 6--Draw Down Award**

- Work with Finance to draw down grant funds in a timely manner and per instructions/regulations of the funding agency.

- Establish a protocol to ensure vendor invoicing matches estimates or that a change order was submitted and approved.
- Coordinate subrecipient payments as negotiated.
- Coordinate allocation of indirect cost if received. Indirect Costs are defined as funds recovered from external grants awarded to the college. They are intended to cover costs that are incurred for the general operation of the college that cannot be readily identified with a specific grant-funded activity. The Executive Team will approve an allocation plan for Indirect Costs.
- Coordinate with Finance for required financial reporting.
- Work with Finance to ensure audits are conducted as required by funding agency and/or federal regulations.
- Work with Finance to perform subrecipient audit(s) if necessary

### **Step 7-Develop and Submit Required Reports**

- Submission of reports, data, and financial information as required by the funding agency.
- Final audit
- Close-out
- Inventory of grant-purchased items and disposition per grant instructions
- Inventions/Outputs (depending on intellectual property disposition as described in the grant)

### **Step 8-Evaluate Success**

- Were outcomes and outputs achieved and appropriately documented?
- Was all spending in compliance with MCC, grantor and/or federal protocol and regulations?
- Identify areas for improvement. What can we do better next time around?
- Celebrate successes!

A flow chart of the Proposal Development Protocol can be found on page 28 and one for the Project Management Protocol is on page 29.

## **Grant Management Technology**

Effectively and efficiently manage grants with a software system to:

- Develop and optimize grants management systems
- Develop and maintain effective grants management policies
- Develop and maintain grants management process
- Foster collaboration and enhance partnerships
- Identify and share best practices
- Ensure effective oversight and accountability
- Establish a data-driven approach to ensure predicted outputs and outcomes are attained



## Business Management

Even though the funds are from an external agency, all MCC financial and procurement policies and procedures must be followed. MCC will exercise its fiscal oversight and stewardship of all funds.

College departments that may help manage grants funds, as applicable.

| Office/Functional Area | Assistance  |
|------------------------|---|
| Admissions             | <ul style="list-style-type: none"> <li>▪ Enrolling students participating in the project into the college</li> </ul>  |
| Financial Services     | <ul style="list-style-type: none"> <li>▪ Coordinating initiatives that are across operating and non-operating funds</li> <li>▪ Assist in sustainable budget planning</li> <li>▪ Ensuring that salaries are accurately charged against a budget based on time and effort reports</li> <li>▪ Setting up the grant budget in the accounting system</li> <li>▪ Timely review of requisitions and processing expenditures</li> <li>▪ Completing electronic financial transactions with grantors</li> <li>▪ Drawdown of funds</li> <li>▪ Completing final expenditure reports</li> <li>▪ Maintaining financial records</li> <li>▪ Executing fiscal close out</li> <li>▪ Monitoring financial sub-awards</li> <li>▪ Working with HR and Payroll to charge personnel correctly against project budgets</li> </ul> |
| Procurement            | <ul style="list-style-type: none"> <li>▪ Oversight for grant-funded capital equipment purchases</li> <li>▪ Oversight for purchase grant-funded goods and services</li> <li>▪ Obtain authorization for purchases as required</li> <li>▪ Ensure compliance with <a href="#">MCC procurement manual</a></li> <li>▪ Developing bid specifications</li> <li>▪ Soliciting bids</li> </ul>   |
| Financial Aid          | <ul style="list-style-type: none"> <li>▪ Coordinating scholarships funded by the project with other forms of financial aid</li> <li>▪ Reaching students eligible for scholarships or other grant-funded types of assistance</li> </ul>  |
| Human Resources        | <ul style="list-style-type: none"> <li>▪ Approving job descriptions</li> <li>▪ Advertising positions</li> <li>▪ Creating search committees—if needed</li> <li>▪ Hiring a qualified candidate</li> <li>▪ Negotiating salary and start date</li> <li>▪ Onboarding the selected candidate</li> </ul>   |

| Office/Functional Area           | Assistance  |
|----------------------------------|---|
|                                  | <ul style="list-style-type: none"> <li>▪ Working with Grants Management and Payroll so new personnel will be correctly charged against project budgets</li> </ul>   |
| Information Technology           | <ul style="list-style-type: none"> <li>▪ Advising on equipment and software selection to solve business process problems and achieve grant initiatives</li> <li>▪ Selecting and purchasing equipment and software that is compatible with the college infrastructure</li> <li>▪ Setting up PCs and printers, connecting devices to the Internet</li> </ul>  |
| Institutional Research           | <ul style="list-style-type: none"> <li>▪ Completing data requests</li> <li>▪ Accessing student demographic and performance information</li> <li>▪ Advising on survey design</li> <li>▪ Advising on data requirements for projects</li> <li>▪ Advising on tracking student performance</li> <li>▪ Interpreting student performance data</li> <li>▪ Collaborating with external evaluators</li> </ul> |
| Marketing and Public Information | <ul style="list-style-type: none"> <li>▪ Advising on ways to effectively recruit the intended audiences for the project</li> <li>▪ Advising on developing marketing strategy for the project</li> <li>▪ Developing specific marketing pieces (digital and print)</li> <li>▪ Advising on publicizing the project</li> </ul>  |
| Registrar                        | <ul style="list-style-type: none"> <li>▪ Advising on FERPA requirements</li> </ul>  |

MCC’s fiscal year is from July 1 through June 30. It is important to remember:

- The fiscal year is usually different from the grant year; however, both dates are important to know for certain project reporting such as time, efforts and purchasing.
- Expenses are shown in the fiscal year that goods were received or services were rendered.
- Deadlines established by Finance must be met. Reports to external agencies, grantors and regulators will be delayed if the necessary information is not available by the established deadlines. Note that the year-end audit work cannot be delayed.

**Establish Budget Codes and Tracking**

Grants Management will work with Financial Services to align the awarded project budget to the General Ledger budget once the grant is awarded. When the budget is set up:

- GM will receive a chart of accounts with budget amounts and associated General Ledger (GL) account.
- GM will become familiar with the approved budget categories in the GL system. It is important to note that some items may have been aggregated into one GL category.

**Note: The grant GL account number and Project ID must be identified for all expenditures, otherwise the expenditure could be charged to the wrong GL account.**

If the term of the grant is multiple years and the grantor allows for a carryover of unused funds from one year to the next, then the amounts remaining at the end of the grant’s fiscal year are added to the budgeted amounts for the following grant fiscal year. GM staff will coordinate with Financial Services to accomplish this.

**Monitoring Spending**

- A grants management tool will be accessible to all involved in the implementation of the grant project to monitor the grant process and financial activity.
- The tool will provide information on actual expenditures and encumbrances as compared to budget available.
- GM Staff can access detail in each actual account except payroll accounts. For example, payments to vendors, entries made by journal entries, cash receipts. **Budget** amounts are for the **entire grant year** compared to **actual** amounts that are expenditures made **grant year to date**.
- GM staff will have the ability to run reports from the financial system.
- GM will provide justification for expenses when requested by Financial Services.

**Allowable and Unallowable Direct Costs**

(From Kallieris, Nick. *The Grants Development & Management Manual*, College of Lake County, Grayslake, Illinois. 2014.)

Below, is the full reference chart for allowable and unallowable direct costs including reference in the federal Uniform Grant Guidance (UGG).

| UGG Ref | Title                            | Allowable as Direct Cost   | Unallowable as a Direct Cost   |
|---------|----------------------------------|--|--|
| 200.421 | Advertising and Public Relations | Allowable only as related to and necessary for performance of the grant project (i.e., recruitment of personnel, procurement of goods and services, disposal of scrap/surplus materials) | Unallowable for promotions related to other activities of the entity |
| 200.422 | Advisory Councils                | Allowable for costs incurred by councils or committees when authorized by the awarding agency  | See Allowable Column   |
| 200.423 | Alcoholic Beverages              | Unallowable  | Unallowable  |

| UGG Ref            | Title   | Allowable as Direct Cost   | Unallowable as a Direct Cost  |
|--------------------|---|--|---|
| 200.424            | Alumni Activities   | Unallowable  | Unallowable   |
| 200.425            | Audit Costs and Related   | Allowable if specifically required and approved by the awarding agency   | See Allowable Column  |
| 200.426            | Bad Debt  | Unallowable  | Unallowable   |
| 200.427            | Bonding Costs   | Allowable pursuant to the terms of an award if required for a construction project   | See Allowable Column  |
|                    | Capital Expenditures  | <b>See Equipment and other Capital Expenditures</b>  |   |
| 200.429            | Commencement and Convocation Costs  | Unallowable  | Unallowable   |
| N/A                | Communication Costs (deleted from guidance and covered in general by Subtitle II: Basic Considerations) | Allowable for costs directly attributable to a specific project (i.e., long distance calls. See also OMB A-21, <b>Section F6</b> )   | Unallowable for recurring line charges, network charges, local telephone costs, and cell phones |
| 200.430<br>200.431 | Compensation for Personal Services  | Allowable for services such as salaries, wages, and fringe benefits within policy and for activities contributing to an intimately related to work under the sponsored agreement | See Allowable Column  |
| 200.432            | Conferences   | <b>See Meetings and Conferences</b>  |   |
| 200.433            | Contingency Provisions  | Unallowable  | Unallowable   |

| UGG Ref | Title  | Allowable as Direct Cost  | Unallowable as a Direct Cost  |
|---------|--|---|---|
| 200.434 | Contributions and Donations  | Unallowable   | Unallowable   |
| 200.435 | Defense and Prosecution of Criminal and Civil Proceedings, Claims, Appeals and Patent Infringement | Unallowable   | Unallowable   |
| 200.436 | Depreciation and Use Allowance   | Unallowable   | Unallowable   |
| 200.437 | Employee health and welfare costs  | Allowable in specific situations. Costs incurred in accordance with the non-Federal entity's documented policies for the improvement of working conditions, employer-employee relations, employee health, and employee performance are allowable. | Expenses related to employee morale are generally unallowable.  |
| 200.438 | Entertainment Costs  | Unallowable   | Unallowable for costs of entertainment including amusement, diversion, and social activities and any costs directly associated with such costs (such as tickets to shows or sports events, meals with inadequate substantiation of business purposes, lodging rentals, transportation, and gratuities) including amusement, diversion, and social activities and any costs directly associated with such costs. |
| 200.439 | Equipment and  | Allowable only for special purpose  | Unallowable for General Purpose   |

| UGG Ref | Title                                 | Allowable as Direct Cost   | Unallowable as a Direct Cost   |
|---------|---------------------------------------|--|--|
|         | Other Capital Expenditures            | equipment (Prior approval from awarding agency required for items with a unit costs of \$5,000 or more) Special Purpose Equipment – used exclusively for research, scientific, or other technical activities   | Equipment not used exclusively for the program/research (i.e., office equipment and furnishings, reproduction, and printing equipment, etc.) |
| 200.441 | Fines and Penalties                   | Unallowable  | Unallowable  |
| 200.442 | Fund Raising and Investment Costs     | Unallowable  | Unallowable  |
| 200.443 | Gain and Losses on Depreciable Assets | Unallowable in most situations. Review guidance §200.443.  | Unallowable  |
| 200.445 | Goods or Services for Personal Use    | Unallowable  | Unallowable  |
| J23     | Housing and Personal Living Expenses  | Unallowable  | Unallowable  |
| 200.446 | Idle Facilities and Idle Capacity     | The costs of idle facilities are unallowable except to the extent that: (1) They are necessary to meet workload requirements which may fluctuate and are allocated appropriately to all benefiting programs; or (2) Although not necessary to meet fluctuations in workload, they were necessary when acquired and are now idle by causes which could not have been reasonably foreseen. (c) The costs of idle capacity are normal costs of doing business and are a factor in the normal fluctuations of usage or | See Allowable Column   |

| UGG Ref | Title                         | Allowable as Direct Cost  | Unallowable as a Direct Cost   |
|---------|-------------------------------|---|--|
|         |                               | indirect cost rates from period to period. Such costs are allowable, provided that the capacity is reasonably anticipated to be necessary to carry out the purpose of the Federal award or was originally reasonable and is not subject to reduction or elimination by use on other Federal awards, subletting, renting, or sale, in accordance with sound business, economic, or security practices.   |  |
| 200.447 | Insurance and Indemnification | Allowable if related to and necessary for the performance of the sponsored project (Note: malpractice insurance is an allowable cost of the research program only to the extent that the research involves human subjects)  | See Allowable Column   |
| 200.448 | Intellectual property         | The following costs related to securing patents and copyrights are allowable: 1) Costs of preparing disclosures, reports, and other documents required by the Federal award<br>2) Costs of preparing documents and any other patent costs in connection with the filing and prosecution of a US patent application where title or royalty-free license is required by the government; and<br>3) General counseling services relating to patent and copyright matters, such as advice on patent and copyright laws, regulations, | The following costs related to securing patents and copyrights are unallowable:<br>1) Costs of preparing disclosures, reports, and other documents, and of searching to make disclosures not required by the Federal award;<br>2) Costs in connection with filing and prosecuting any foreign patent application, or any United States patent application, where the Federal award does not require conveying title or a royalty-free license to the Federal government. |

| UGG Ref | Title   | Allowable as Direct Cost   | Unallowable as a Direct Cost   |
|---------|---|--|--|
|         |   | clauses, and employee intellectual property agreements   |  |
| 200.449 | Interest  | Unallowable  | Unallowable  |
|         | Investment Costs                                  | <b>See Fund Raising and Investment Costs</b>   |  |
| 200.450 | Lobbying  | Unallowable  | Unallowable  |
| 200.451 | Losses on Other Sponsored Agreements or Contracts | Unallowable  | Unallowable  |
| 200.452 | Maintenance and Repair Costs                      | Allowable as a direct cost as necessary to carry out the technical and scientific aspects of and used for the performance of a sponsored project   | See Allowable Column   |
| 200.453 | Material and Supplies Costs                       | Allowable as a direct cost when necessary for and used for the performance of a sponsored project (office supplies are not allowable)  | Unallowable for office supplies include copy charges, fax charges, postage/mail room charges, and personal computers unless primarily or exclusively used in the actual conduct of scientific research |
| 200.432 | Meetings and Conferences                          | A conference is defined as a meeting, retreat, seminar, symposium, workshop, or event whose primary purpose is the dissemination of technical information beyond the non-Federal entity and is necessary and reasonable for successful performance under the Federal award. Allowable conference costs | See Allowable Column   |



| UGG Ref | Title  | Allowable as Direct Cost  | Unallowable as a Direct Cost   |
|---------|--|---|--|
|         |  | paid by the non-Federal entity as a sponsor or host of the conference may include rental of facilities, speakers' fees, costs of meals and refreshments, local transportation, and other items incidental to such conferences.  |  |
| 200.454 | Memberships, Subscriptions and Professional Activity Costs | 1) Costs of membership in business, technical, and professional organizations are allowable.<br>2) Costs of subscriptions to business, professional, and technical periodicals are allowable.<br>3) Costs of membership in any civic or community organization are allowable with prior approval by the Federal awarding agency or pass-through entity. | 1) Costs of membership in any country club or social or dining club or organization are unallowable.<br>2) Costs of membership in organizations whose primary purpose is lobbying are unallowable. |
|         | Patent Costs   | <b>See Intellectual Property</b>  |  |
| 200.456 | Participant support costs                                  | Participant support costs are allowable with the prior approval of the Federal awarding agency.   | See Allowable Column   |
| 200.457 | Plant and Homeland Security Costs                          | Allowable under special circumstances and/or if required by the awarding agency   | See Allowable Column   |
| 200.458 | Pre-award Costs  | Allowable with prior approval from the awarding agency  | See Allowable Column   |
| 200.459 | Professional Service Costs                                 | Allowable when in accordance with OMB §200.459 and in compliance with policy  | Unallowable for officers or employees of the institution   |
| 200.460 | Proposal Costs   | Unallowable   | Unallowable  |

| UGG Ref | Title                              | Allowable as Direct Cost   | Unallowable as a Direct Cost  |
|---------|------------------------------------|--|---|
| 200.461 | Publication and Printing Costs     | Allowable if the costs can be identified with a research project. If the cost is for page charges, the charges are allowable for professional journals if the work is supported by the Federal Government and the charges are leveled impartially on all research papers published, not just those funded by federally sponsored authors | See Allowable Column  |
|         | Public Relations                   | <b>See Advertising and Public Relations</b>  |   |
| 200.462 | Rearrangement and Alteration Costs | Allowable with prior approval of the awarding agency when incurred specifically for the sponsored project  | Unallowable for ordinary rearrangement and alteration of facilities |
| 200.462 | Reconversion Costs                 | Allowable for costs incurred in the restoration or rehabilitation of the institution's facilities to the same condition existing immediately prior to commencement of a sponsored agreement (fair wear and tear excepted) only with prior approval of the sponsoring agency and when incurred specifically for the sponsored project     | Unallowable for normal wear and tear                                |
| 200.463 | Recruiting Costs                   | Allowable when related to and necessary for the project and if reasonable (color ads are not considered reasonable – See OMB A-21, Section J1)   | See Allowable Column  |
| 200.464 | Relocation Costs                   | Allowable for employment of 12   | Unallowable   |

| UGG Ref | Title  | Allowable as Direct Cost   | Unallowable as a Direct Cost  |
|---------|--|--|---|
|         |  | months or longer   |   |
| 200.465 | Rental Costs of Buildings and Equipment                                  | Allowable for reasonable costs (subject to the limitations of leases given in OMB 200.465) when incurred specifically for the sponsored  | See Allowable Column  |
| 200.448 | Royalties and Other Costs for Use of Patents (See Intellectual Property) | Allowable when necessary for the performance of the sponsored project  | Unallowable when the Federal Government has a license or the right to free use of the patent or copyright; or when the patent or copyright has been adjudicated to be invalid, has been administratively determined to be invalid, is considered to be unenforceable or has expired |
| 200.466 | Scholarships and Student Aid Costs                                       | Allowable only when the purpose of the sponsored agreement is to provide training to selected participants and the charge is approved by the sponsoring agency. To pay tuition, a stipend must be paid, and the student must be enrolled in an advanced degree program. The activities of the student in relation to the project must be related to the degree program and compensation must be conditioned explicitly on the performance of the work. Must be a bona fide employer- employee relationship (see OMB A-21, Section J45) | See Allowable Column  |
| 200.467 | Selling and Marketing  | Unallowable  | Unallowable   |

| UGG Ref | Title   | Allowable as Direct Cost   | Unallowable as a Direct Cost   |
|---------|---|--|--|
| 200.468 | Specialized Service Facilities                      | Allowable, but rates must comply with OMB 200.468 and college policy   | See Allowable Column   |
| 200.469 | Student Activity Costs                              | Costs incurred for intramural activities, student publications, student clubs, and other student activities are unallowable, <u>unless specifically provided for in the Federal award.</u> | See Allowable Column   |
|         | Subscriptions                                       | <b>See Memberships, Subscriptions and Professional Activity Costs</b>  |  |
| 200.470 | Taxes   | Allowable when the institution is required to pay  | See Allowable Column   |
| 200.471 | Termination Costs Applicable to Sponsored Agreement | Allowable for costs which would not have arisen had the sponsored agreement not been terminated, provided they meet the requirements of OMB A-21, Section J50                              | See Allowable Column   |
| 200.472 | Training Costs                                      | Allowable for training provided for employee development for a specific sponsored project  | See Allowable Column   |
| 200.473 | Transportation Costs                                | Allowable when related to goods purchased  | See Allowable Column   |
| 200.474 | Travel Costs  | Allowable for transportation, lodging, subsistence, and related items for employees who are travel status on project-specific business, subject to CLC policy                              | Non-employee travel unallowable unless related to OMB A-21, <b>Section J2</b> or specifically required to fulfill the requirements of the solicitation |
| 200.475 | Trustees  | Travel and subsistence costs of  | See Allowable Column   |

| UGG Ref | Title | Allowable as Direct Cost   | Unallowable as a Direct Cost |
|---------|-------|--|------------------------------|
|         |       | trustees (or directors) at IHEs and nonprofit organizations are allowable. |                              |

## Time and Effort Reporting

Employees working on grants must complete a Time and Effort Report when indicated by the awarding institution to verify actual time devoted to a project. This must also be done if time is counted as an in-kind match. The report must be signed or e-signed and dated. The supervisor approves the report. These must be submitted no later than 30 days after the end of the reporting period and retained for the grant file.

According to federal regulations, the Time and Effort Report includes the following items:

- Percentage of time devoted to a sponsored program (both project administration and project delivery).
- Percentage of time devoted to MTC departmental activities (instruction, mission and learning support, administration and special projects).

The report must provide a snapshot of actual activities and must total 100% effort. Contact GM staff for assistance in completing the forms. A copy of all completed Time and Effort Reports should be submitted to GM staff.

The Director of Financial Services will adjust the actual amount charged to the project budget along with the appropriate fringe benefits and indirect costs. Wage allocations to grant awards will be the certified time as supported by the Time and Effort Reports and amount paid at the correct rate for the corresponding payroll period(s).

Appendix A: Time & Effort Report Template

Appendix B: Time & Effort Monthly Log

## Procurement Processes

**In addition to creating a formal procurement process, the college has established the following purchase approval thresholds:**

|                             |   |
|-----------------------------|---|
| Purchases of up to \$1,000  | Must be authorized by Directors, Department Heads and Budget Managers reporting to a Dean or higher |
| Purchases of up to \$5,000  | Must be authorized by Deans   |
| Purchases of up to \$25,000 | Must be authorized by the Chief Financial Officer   |
| Purchases of up to \$75,000 | Must be authorized by the President   |

|  |  |
|--|--|
| Purchases over \$75,000  | Must be authorized by the Board of Governors |
| Construction less than \$75,000  | Approved by the Chief Financial Officer      |
| Construction over \$75,000   | Must be authorized by the Board of Governors |
| <i>In special circumstances, a sole source or single source bid waiver may be available.</i> |  |

GM staff is required to retain all back-up documentation, such as bids, quotes and cost/price analyses, as well as any other additional information as required by the grant documents, on file for audit purposes. A link to the MCC Procurement Manual can be found on page 9. The manual will be followed for all grant-funded purchases.

### Conflict of Interest

To protect the design, conduct, and reporting of externally funded projects from potential bias, MCC defines financial conflicts of interest as they relate to conducting activities supported by Federal awards; and provides a process for faculty and staff to complete appropriate disclosure to comply with Federal regulations.

This Conflict-of-Interest Disclosure Form for Federal Awards policy applies to any Federal award and any transactions covered by Federal grant funds. This policy is applicable to all MCC employees who work on grant-funded projects, whether or not they are paid through the grant. Form is Attachment A.

Family means any member of the immediate family, specifically, any dependent children and spouse, domestic partner identified for purposes of employee benefits, or an organization which employs or is about to employ any such person.

Financial interest means anything of monetary value received or held by the employee or their family, whether the value is readily ascertainable, including but not limited to:

- Salary or other payments for services (e.g., consulting fees, honoraria, or paid authorships for other than scholarly works)
- Any equity interests (e.g., stocks, stock options, or other ownership interests)
- Intellectual property rights and interests (e.g., patents, trademarks, copyrights) upon receipt of royalties or other income related to such intellectual property rights and interests.

For Grants Management staff, financial interest also includes any reimbursed or sponsored travel undertaken by them and related to their institutional responsibilities that is not reimbursed or sponsored by the grantor, MCC, or other means. This includes travel that is paid on behalf of GM staff, as well as travel that is reimbursed, even if the exact monetary value is not readily available.

Financial Interest does not include: salary, royalties, or other remuneration from MCC, income from the authorship of academic or scholarly works; income from seminars, lectures, teaching engagements or services sponsored by or from advisory committees or review panels for U.S. Federal, state or local governmental agencies, or other means; equity interests or income from investment vehicles, such as mutual funds and retirement accounts, so long as the staff does not directly control the investment decisions made in these

vehicles; or any ownership interests in the organization if the organization is an applicant under the Small Business Innovation Research Program or Small Business Technology Transfer Program.

- No employee or agent of MCC may participate in the selection, award, or administration of a procurement or non-procurement contract supported by a Federal grant if he or she has a real or apparent conflict of interest.
- A real or apparent conflict of interest exists when the employee or agent, or any member of their family has a financial or other interest in, or would receive a tangible personal benefit from, the vendor being considered for the contract.



- MCC's employees and agents are prohibited from soliciting or accepting gratuities, favors or anything of monetary value from contractors or parties to subcontracts.
  - Circumstances that arise that potentially or actually involve conflicts of interest must be promptly and fully disclosed to the Grants Management Office by the employee, officer, or agent by completing the Conflict-of-Interest Disclosure Form.
  - The Conflict-of-Interest Disclosure Form must also be completed prior to the submission of proposals to Federal agencies, annually thereafter if MCC is awarded financial assistance from the Federal agency, within 30 days of a person's appointment or employment in the Grants Management Office, or within 30 days of staff discovering or acquiring a potential conflict of interest.
- Disciplinary actions for violations of this Policy will be determined by MCC in accordance with existing policies, procedures and/or contracts applicable to the officer or agent.
  - The GM Director will notify the Federal awarding agency in writing of any potential or actual conflict of interest by an employee or agent pursuant to the awarding agency's policy.
  - MCC will require sub-recipients to maintain a conflict-of-interest policy for Federal awards or follow the procedure detailed in this document.

**Conflict of Interest Review Committee.** Positive disclosures (those which indicate a potential conflict) will be reviewed by a committee composed of the Executive Vice President, Vice President of Administrative Services, Chief Financial Officer, Director of Employee Services and the Grants Management Director. The committee will determine how the conflict will be managed, reduced, or eliminated and communicate its action plan to key personnel.

Appendix C: Federal Grant Conflict of Interest Disclosure Form

## Compression Planning Overview

Employing storyboards with words and/or graphics, the McNellis Company created a seven-step process that engages the planning team, avoids the distractions and meandering of traditional meetings, and drives the team to create an action plan. Compression Planning is a proven approach based on a storyboarding model

for rapidly developing viable solutions and action plans, to help leverage collaborative time and make better decisions faster, to increase rich idea development and reduce decision time, to explore, focus and define an actionable plan to achieve desired goals.

The concept of compression planning may seem simple, but the design is effective. The facilitator comes into the session having thought through what needs to be accomplished and has designed questions that will spark the planning process. The first storyboard includes information on the background, topic, sets out the overall and session goals, and the non-purpose of the session. Many people report that the most valuable design decision is what not to discuss. The non-purpose helps all participants to stay on topic in the session. The non-purpose used most frequently is history, so eliminate the phrase, “We tried that, and it didn't work.” The non-purpose of the session includes topics that will waste time or divert attention from the purpose. One of the guidelines for exploration is that participants must suspend judgment, allowing all ideas to be presented. Without these constraints, participants are free to focus on what needs to be accomplished and explore solutions. Once the session moves to the focus phase, ideas are challenged and merged to develop achievable tasks in an action plan.

GM staff will utilize the white board function in Zoom or physical white board for in-person meetings to facilitate clarity and consensus on proposals for grant-funded processes.

Although individual components of Compression Planning can be used, the full value comes from following all seven steps:



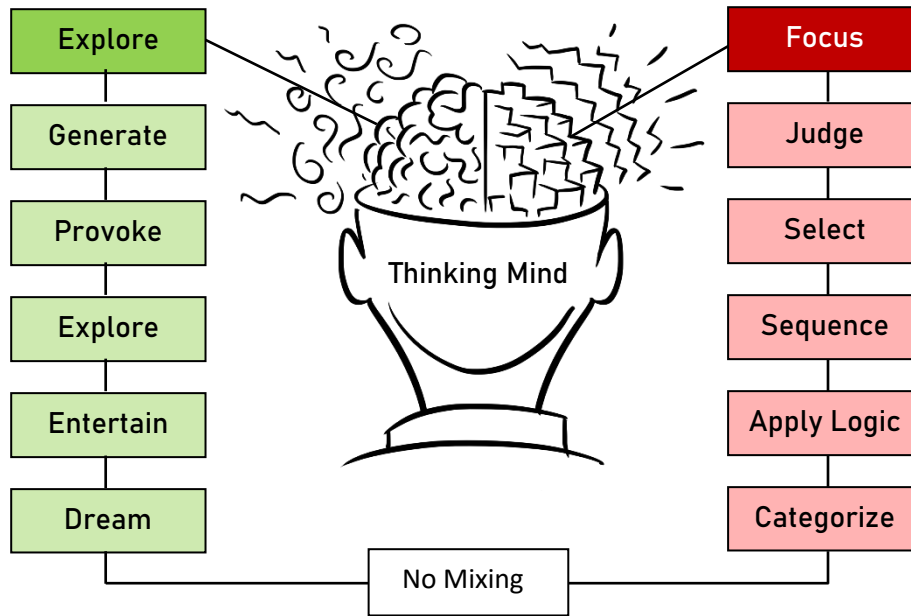
1) **Design.**

GM staff will design the planning session in advance, writing questions/thought starters, identifying several specific, quantifiable outcomes. They will also define what the session will *not* do.

2) **Explore.**

In a free form thinking session fueled by the questions, all participants share ideas for the grant proposal. Key ideas are visually captured on cards or sticky notes and posted on boards. Guidelines for an Exploring Session are to suspend judgement, no speeches, listen to others, and spin thoughts into rich ideas.





3) **Focus.**

Using a variety of techniques, the entire group identifies the three or four top ideas attracting the greatest interest. Guidelines for the Focus Session are to challenge ideas and not people; narrow ideas down to a manageable few, focus on unique factors and to merge ideas to create strength.

4) **Conceptualize.**

Together, the group builds on the top ideas to develop consensus on how to proceed.

5) **Act.**

Participants decide what to do with the concept they have created. This step documents tasks—who will do what and by when—the expected results, and accountability.

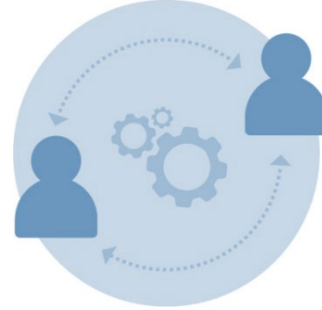
6) **Communicate.**

A road map is developed for identifying who needs to know, what they need to know how they will learn of the information, and by when.



7) **Debrief.**

The group assesses how well the process worked.

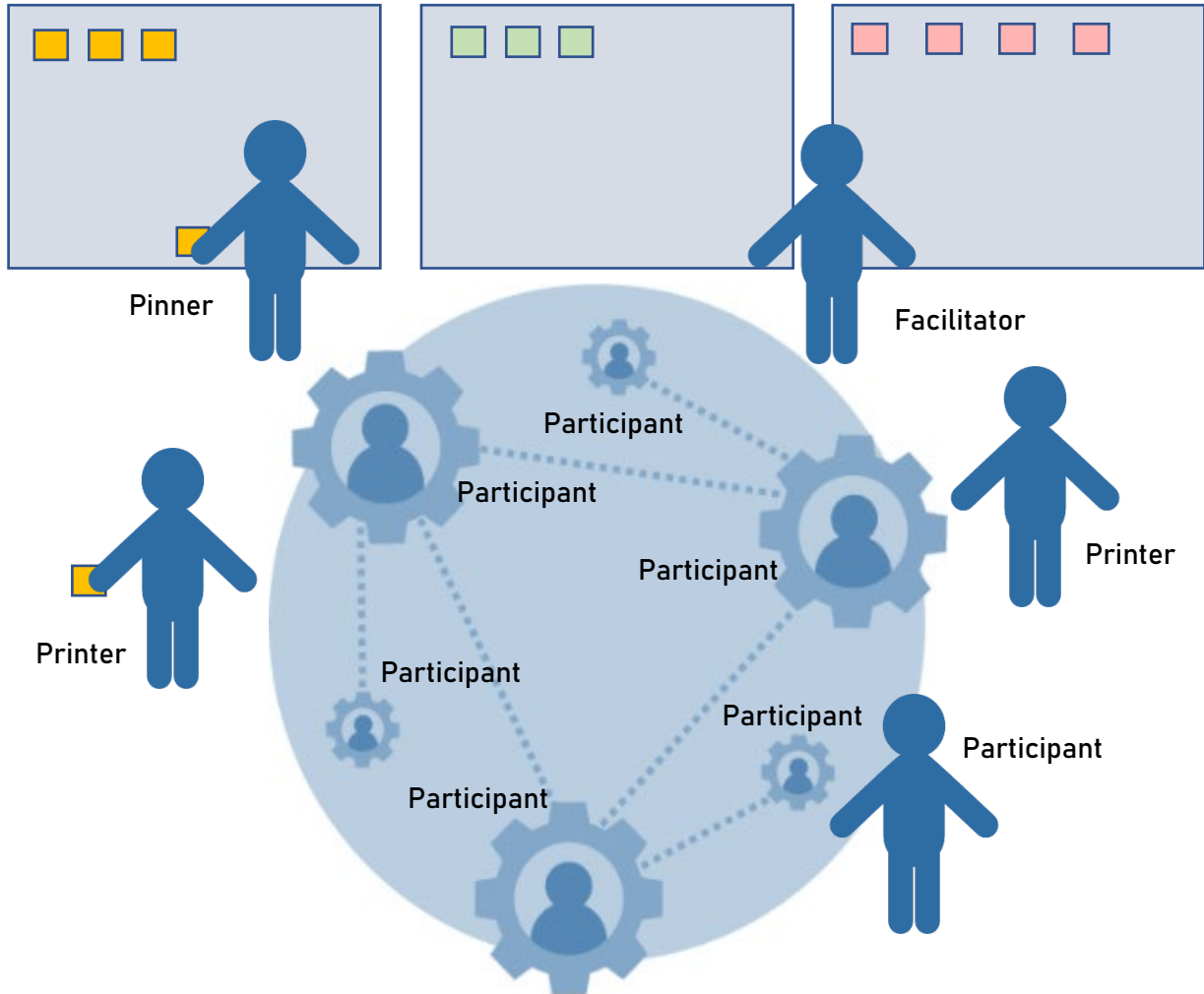


### Compression Planning Resources



- <https://www.edtx.org/search-results?searchtext=compression%20planning>
- [www.mcnellis.com](http://www.mcnellis.com)
- <https://www.normandale.edu/continuing-education/business-professional-skills/compression-planning>
- <https://grantprofessionals.org/news/501531/How-to-herd-cats-Compression-Planning--101.htm>

## Roles for Compression Planning Sessions



### **Pinner**

1. Pins cards to white board
2. Avoids overlapping and leaving gaps
3. Stands to side so participants can see the board
4. Contributes ideas during the session
5. Does not act as a second Facilitator

### **Printer**

1. Uses a verb as the first word
2. Captures a single, complete thought per card
3. Prints, does not write
4. Listens and waits for the spin (expanded idea)
5. Contributes ideas during the session
6. Asks for clarification when necessary

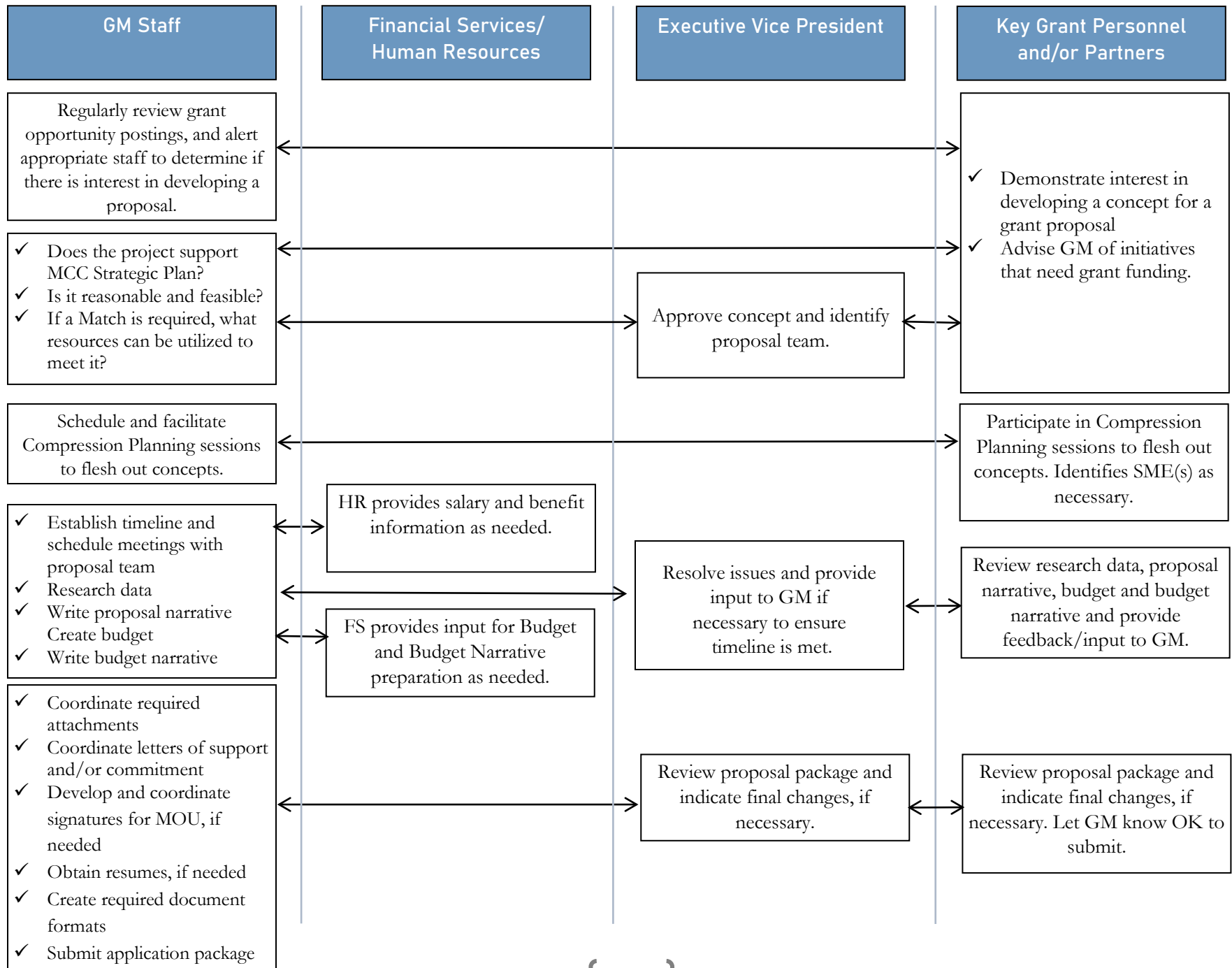
### **Participant**

1. Focuses entire energy and thinking upon the issue at hand
2. Listens and builds on others' ideas
3. Directs energy to content rather than process

### **Facilitator**

1. Conducts the session
2. Provides direction to Pinner(s) and Printer(s)
3. Gives permission to take risks
4. Protects people and their ideas
5. Brings out the best thinking of the group
6. Manages the group's energy and the process
7. Coaches convergence and closure

## Grant Proposal Development Protocol



## Grant Management Protocol

