Grant Development- Appendix 2.

Proposal Writing Tips:

- When developing an idea for a proposal/project look at three direct spin offs of putting this program in place. Then go down an additional layer and look at three more results of each of the first three. Basically, it is a tree diagram that will help you determine intended and unintended consequences of the program/project.
- Spend quality time on the abstract; it is the readers’ first impression.
- Don’t give up if you honestly believe a project is a worthy one.
- When searching for “bricks and mortar,” always include a programmatic piece. This allows you to have an answer for funders who say they never give to bricks and mortar.
- Remember that we are not here because we have need; we are here because we meet needs.
- Develop catchy program titles.
- Support letters need to show tangible support, not fluff!
- When writing problem statements, think of it in a more global sense (i.e. look at the problem as a community need that the MSU-WP campus can meet.) Readers need to see us as a way to solve the community problem.

General Grant Tips:

- **Leveraging** is the key to success—whether it is relationships, related or past successful efforts, or combining public/private funding.
- It is important to dispel the myth that development is fund raising- the job is to DEVELOP the campus and intentionally move it forward.
- Dollars are the “Tip of the Iceberg.” The majority of your time is spent on planning, alliance building, networking, researching, writing and partnering.
- Mission must drive the money. If it does not help us better serve our students, why are we doing it?
- Turn **Campus Strengths** into community problem solving. (e.g. market Allied Health as a way to help the community in the event of a Natural Disaster or terrorism as an additional community resource if the hospitals are full).
- Build lasting relationships. Never forget that they gifted you!
- Make sure the Chancellor doesn’t get surprises.
- Keep in mind that there is only so much change an institution can take at one time and continue to be successful—beware of “burn out” and be cognizant of “overload.”
- Integrate faculty/administrator wants into plans. Get people to expand their vision—what would it mean in their delivery to students, the community, etc?
- Always consider the size of the potential grant in relation to the effort to produce and implement it (i.e. Reward vs. Effort.)
Main Reasons Grants Are Not Funded:

- Did not follow the instructions.
- Proposal was incomplete.
- Proposal arrived late.

**Funding Sources and Resources:**

There are four types of funding sources that can be accessed by the grant process; federal, state, private foundations and businesses.

**Federal Sources**
Federal funding is awarded through a competitive grant process. All of the federal agencies announce their grant competition in the Federal Register, which can be found at [http://www.ed.gov/legislation/FedRegister/](http://www.ed.gov/legislation/FedRegister/)

**State Sources**
Currently, the only state grant sources accessed by MSU West Plains are:

- Missouri Arts Council (MAC) [https://www.missouriartscouncil.org/](https://www.missouriartscouncil.org/)

As new opportunities are identified to access state funds they will be added to a spreadsheet used to track state funding sources that could benefit the University and its programs as well as circulated to the appropriate staff and faculty when funding comes available.

**Private Foundations**
Funding opportunities are available through private foundations. Proposals to private foundations should be coordinated through the Grants Development Office as with any other proposal. The Grants Development Office has three ways to access information about these sources:

- *The Foundation Center Directory* is a publication that lists thousands of foundations across the country and can be found in the LRC. The *Grants Development Specialist* has access to the directory online.
- Miscellaneous Electronic Sources: The *Grants Development Office* subscribes to numerous ListServs and e-mail newsletters related to fundraising and philanthropy.

**Businesses**
Funding opportunities are also through local and national companies. Although many companies give back to the community through their own foundation, some provide assistance directly. **Proposals to all companies should be coordinated through the Grants Development Office as with any other proposal.** The *Grants Development Specialist* will then check with the *Office of Development* and *MSU Foundation* to ensure that the company has not already been solicited for funds.
Glossary of Terms

Following are terms that are often used in the world of grants and awards:

**Award Letter:** The written notification sent by the funding agency notifying the University that a project has been funded, the length of the funding period and the amount of the funding.

**Boilerplate:** Those parts of contract or grant proposal which are standard and do not relate to the specific project for which the application is made. Includes such things as a “capabilities statement” (facilities available, number of staff, past experience), demographic data, general statements on the organization, negotiated indirect cost rate, etc.

**Budget:** The financial plan for operation of the project that includes an estimate of the income and expenditures associated with operating the project for an identified period of time, often a year.

**Categorical Funds:** Federal or state funds specified for or restricted to a specialized area.

**Competitive Grant:** Funds that are received through the submission of a proposal in response to an RFP/RFA. Competitive grants include those that are received directly from the primary funding source, as well as those that are received from a secondary source from flow through dollars (i.e. federal dollars that are allocated to the state and in turn, distributed by the state to grant recipients through a competitive grant process).

**Conflict of Interest:** Using a vendor that is a member of your family or a personal friend. If you have a question about whether there may be one, please contact the Grants Development Specialist, who will assist in talking through the issue in a confidential manner.

**Continuation Grant:** Money awarded for the continuation of a previously funded project. Continued funding is usually contingent upon successful performance in the previous year.

**Consultant:** An individual who is external to the organization who has expertise in a given area and who is hired by the organization to provide assistance in solving a problem that is in their area of expertise.

**Contract for Services:** Funds that are received through a contractual agreement (legally binding) to provide specified services, such as training courses or an educational program, to be completed by a certain date. This may or may not be competitive and are agency-initiated. If competitive, typically a simple proposal is prepared that includes a cost justification for the services provided. Can also include the use of a Memorandum of Understanding (MOU.)

**Cost Sharing:** Cash or in-kind support contributed by the grantee to carry out the project. Some programs require a cost share, and the amount of the share varies by program. (It is the same as matching funds.)

**Cover Sheet:** The top sheet of a grant proposal that is usually a standardized form and includes the summary information about the proposal. This form usually includes signature lines that must be completed prior to submitting the proposal.
Deadlines: Due dates for submission of proposals and grant reporting requirements. When submitting proposals, it is important to note whether the deadline is the due date for receipt at the agency or is for the postmark of the proposal. The Director of Grants Development sets internal deadlines one week prior to deadline of funding source to insure that all components of the grant are complete.

Direct Costs: Expenses that are associated with the operation of a project and that are itemized by categories described by specific uses of allowable costs (e.g. salaries, fringe benefits, travel, and supplies).

Discretionary Funds or Programs: Programs or parts of programs whose funds are awarded from the national office based on priorities established in that office.

Facilities & Administrative Costs (F&A): Those costs which are not readily identifiable with a particular project or activity but which are necessary to the general operation of the organization and the conduct of that activity it performs. F&A costs include: cost of operating and maintaining buildings and equipment, depreciation, Information Technology, administrative salaries, general telephone expenses, general travel and supplies expenses. The F&A cost rate is a device for determining that proportion of an organization’s general expenses each of its projects should bear. The rate is a ratio between the total F&A expenses of an organization and some direct cost base, usually either direct salaries and wages or total direct costs exclusive of capital expenditures. Each institution negotiates its rate with one agency of the federal government. Costs are then reimbursed to an organization based on its established rate as part of the costs of individual grant or contract with any federal agency. Some grant funders have a set rate of F&A, and do not allow use of a higher ratio. This should be stated in the RFP, or can be identified by the Program Officer. (Formerly known as Indirect Costs.)

Federal ID # or Federal Entity #: The identifying number assigned to an organization by the Federal government. Both the MSU-WP campus and the MSU Foundation have Federal ID #'s (also known as DUNS #.)


Fellowship: An award to an individual to enable him/her to pursue study in his/her or to introduce him/her to a related field. Emphasis is on contribution to the individual’s own scholarly development rather than on a specific piece of research. The funds awarded under a fellowship are referred to as the stipend.

  a. Research fellowship: An award to an individual to perform research.
  b. Training fellowship or traineeship: An award to support the individual while receiving training in his/her field or a related field. This type of award is often granted to the institution on behalf of an individual or individuals.

Fiscal Year (FY): Refers to the 12-month period for financial operations of an organization or government. The MSU-WP FY is July 1-June 30, while that of the Federal government runs from October 1- September 30. Funding periods for projects funded by an organization or government generally corresponds to that entity’s FY.

Formal or Full Proposal
A more detailed version of the preliminary proposal that includes a final budget and review of the relevant literature.
Formula or Block Grants
Grants allocated by the federal government to state agencies based on a mathematical formula rather than through a competition. These funds may be re-granted within the state on a competitive basis, or go to a specific funder recognized by the federal funding source.

Full Time Equivalent (FTE)
The amount of time spent in an activity or position that is calculated as a percentage of a full time position on an annual basis (e.g. a person who is hired for a 12-month period on a half-time basis is considered a .5 FTE; a 9-month employee working full time is .75 FTE).

Funding Criteria
A statement of goals or objectives which should be addressed in a proposal and which will be used to measure the quality of the proposal. May be published in the Federal Register in place of guidelines.

Grant
An award of funds for research, training, planning, etc., made on a competitive basis to an organization or individual for a fixed period of time. It differs from a contract in that the grantee is not required to produce specified results.

Grantee
The organization that is the recipient and administrator of a grant (i.e. MSU or MSU Foundation).

Grantor
The agency that awards the funds to carry out the project.

Guidelines
Format for a written application and an outline of program goals that should be addressed in the application proposal. Guidelines are published by the agency and are available from the program staff or on the funding agency’s website.

Indirect Costs
Costs incurred as part of the expense of operations that are not directly a part of the grant operations. Such costs include maintaining the physical plant, library resources, and general administration. These costs are generally calculated as a percentage of the total direct costs of the project. (Now known as “F&A Costs.”)

In-kind Support
Non-monetary support of a program. It can be equipment, space, utilities, maintenance, custodial, etc.

Matching Funds
Cash or in-kind support contributed by the grantee to carry out the project. Some programs require a match, and the amount of the match varies by program. (It is the same as cost sharing.)

Merit
Although a grant process may be competitive, several federal organizations look at each proposal based on its worth. NSF’s Advanced Technology Education competition is merit-based.

New Starts
Projects that are funded for the first time.
Non-Competitive Grant
Federal or state dollars that are allocated on the basis of a formula. Receipt of the funds may or may not require submission of a proposal. These grants are often referred to as formula-driven grant funds.

P.I. (Principal Investigator)
This is the name federal and other funding sources use for the person who is tasked with writing the proposal & usually overseeing a project or program. (It is the same as Project Director or Project Manager.)

Pass Through Funds
Federal funds that are received by a state or local agency for a specific purpose that then conducts its own grant process to award the funds to other individuals, organizations or agencies.

Pre-Application or Pre-Proposal
A preliminary screening process used by organizations to identify potential fundable projects. Although they are shorter in length than a full proposal, they generally follow a prescribed format identified by the funding agency.

Preliminary Proposal
A short statement of a project idea that includes objectives, methodology, justification, estimated budget, time frame, personnel needs, and vita (bio) for the Principal Investigator. Sometimes referred to as “concept paper,” “prospectus,” or “white paper.”

Project Program Officer
The individual at the federal or state agency who is responsible for overall administration of the program and for monitoring the project, providing technical assistance, and insuring that the project is carried out within the framework of the program. Large foundations also have Program Officers in charge of specific projects.

Regulations:
Requirements for the operation of a program, published in the Federal Register.

- Proposed regulations: Comments from interested parties are requested before regulations are finalized.
- Final regulations: Review of the comments received are included with the final, legal requirements for the program’s operation.

RFP/RFA (Request for Proposal or Application)
An announcement by an agency that proposals or applications will be accepted to accomplish specific goals. As a general rule the amount of time from the release of the RFP/RFA until the due date for submitting requests for funding is six weeks, but the amount of time can vary (usually up to 8 weeks.)

Solicited Proposal
A proposal submitted to an agency in response to an RFP or a program announcement that outlines specific guidelines or criteria.
**Sole Source Procurement**
A contract awarded to an organization without an open competition. Occurs when an organization retains an exclusive or predominant capability, by reason of specialized facilities and equipment, to perform the work required.

**Subcontract**
Funds received from a primary grant recipient to support the costs associated with carrying out a portion of the project. Typically, it is not necessary to submit a proposal to receive a subcontract, although submission of a budget is often necessary.

**Unsolicited Proposals**
Agencies may allow institutions to submit proposals for projects that are not part of the agency’s identified programs or funding priorities. Foundations are most likely to fit this category; however, if a proposal does not fit funding priorities, it is unlikely to be funded.