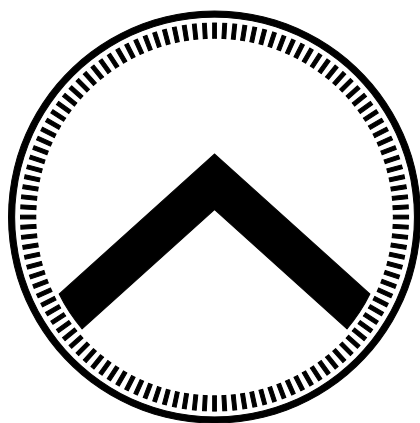# Michigan State University Extension
Grants Paperwork Reference Guide

Note:

This document is currently under review with Michigan State University's Office of Contract and Grant Administration. No significant changes are anticipated and staff should use this as their guide to Contracts and Grants. Once the review is completed, the "DRAFT" watermark will be removed.

June 2014

MICHIGAN STATE | Extension
U N I V E R S I T Y

Contents

Introduction

Much of the information in this document came from the joint website of the MSU Office of Sponsored Programs and the MSU Contract and Grant Administration.

Michigan State University Extension receives funding from various sources, each of which may have different rules and/or regulations that apply. This funding comes from nonprofits, foundations, government agencies, businesses and other organizations and may be in the form of grants, donations and service agreements.

We encourage all MSU Extension academic staff to identify, build and maintain partnerships that will help fulfill Extension's mission. Quite often these partnerships will involve seeking and accepting grants and donations, and establishing service agreements.

This document is intended to help staff understand and manage grant-related paperwork with confidence.

Is it a grant, a service agreement or a donation/gift?

Three main options exist for setting up financial relationships with outside funders: 1) service agreements, 2) donations and gifts, and 3) grants and contracts. This document is primarily focused on those things related to grants and contracts, though all three types of arrangements are explained.

1) Does the funding entity wish to enlist the specific educational services of a MSUE employee or group, with defined deliverables?

> **Yes** – this could be a service agreement
> Go to the **Service Agreements** section of this document.

2) Is the money coming from a source wherein there are <u>no</u> expected deliverables?

> **YES** – this is considered a donation or gift, for which a letter of acknowledgment is the only expectation from the donating party.
> Go to the **Donations/Gifts** section of this document

3) Is this a research based project with the outcome of new knowledge?

> **YES** - Then the funding is considered a grant.
> Go to the **Grants** section of this document.

Service Agreements

Services agreements are an arrangement in which a partner or funder agrees to provide funding in exchange for a service or training program. The fees paid are often based on the number of hours worked, families or clients served, etc.. Also called *fee-for-service agreements*.

The Agreement outlines what services will be provided and what payment will be received in exchange for providing them.

Information, procedures and all necessary forms concerning MSU Extension Services Agreements may be found on the MSUE Business Office website (http://od.msue.msu.edu/business_office) under Resources and Forms.

Donations and Gifts

Donations and gifts (hereafter "donations") can be used to help for the cost of educational programs and activities. As long as a donation is made in cash (which includes checks, money orders, and credit and debit card transactions) and there is simply a designation of what it is to be used for – with no expectation of a specific deliverable – the main paperwork requirement is to provide a written acknowledgment of it. (Donations must be accepted through MSU for the giver to receive a tax acknowledgment.)

For additional information concerning receiving gifts and sample letters that may be used to accompany a gift, go to the MSUE Business Office website (http://od.msue.msu.edu/business_office) and look under the Services Agreement heading on the Forms page.

Grants and Contracts

Is the grant opportunity with a non-MSU campus, college, department, unit or office?

Does the grant opportunity involve any state or federal pass-through funds?

Does the grant involve research or work for which institutional review board (IRB) approval is necessary and scholarly publication is expected?

Are specific and auditable deliverables expected by the funder? Will any intellectual property be developed (such as curriculum, activities, websites, webinars or other online resources)?

'Yes' answers to the above are all clear indicators that this is truly a grant and staff will work with Contract and Grants Administration (CGA) and the Office of Sponsored Programs (OSP) as necessary to receive the funding.

Planning, Timelines and Deadlines

It takes time to think through the basics and the details of a fundable project, let alone to write proposals and allow them to work through the university approval process. Grant seekers should start working well before (sometimes several months or even a year before!) the application deadline for any grant in which they're interested.

Your first conversation about a grant project should be with your MSU Extension Institute Director to secure his or her support for your project and to identify potential:
- Areas of overlap with other work groups within and across institutes.
- Sources of funding.
- Trouble spots that you'll need to work through before applying to any funder.

If you still have questions about the grant process after talking with the Institute Director, please contact the appropriate Institute Fiscal Officer or contact OSP at agnrproposals@osp.msu.edu for proposal-related questions. Finally, Jean Schueller, MSU Extension Budget Officer may also be contacted for assistance.

The Fiscal Officers for the MSU Extension Institutes serve as the "Research Administrator" (as sometimes referred to by CGA/OSP) for grants. This means they are here to support the Primary Investigator (educators) in their pursuit of grants. Further, these individuals help support the Service Agreement and Gifts-Receipt process for MSU Extension. Following is a list of those individuals and the Institute for which each provides support:

Agriculture and Agribusiness (Organization Codes 10058940 & 10057940)
Keri Morris, morrisk@msu.edu, ph: 517-355-4623

Children and Youth (Organization Code 10058941)
Holly Lacina, lacinah@msu.edu ph: 517-432-6567

Greening Michigan (Organization Code 10058942)
Stefani Slaght, slaghtst@msu.edu, ph: 517-353-9106

Health and Nutrition (Organization Code 10058946)
Bill Wilkinson, wilkin42@msu.edu, ph: 517-432-7687

Verify whether you'll need to register with your funding agencies, in addition to MSU's requirements. (For example, NIH requires that Principle Investigators be registered in the NIH Commons, prior to submission via Grants.gov.)

Following is a general breakdown of the steps commonly encountered for those seeking grant funding for a project --- from idea to grant funding.

Timeline "Checklist"

- ☐ Think of a project or program you'd like to conduct that will need financial support.

- ☐ Conduct a needs assessment to determine the likely demand for the project or program in your community, district or statewide.

- ☐ Talk with your MSU Extension institute director and district coordinator about your idea.

- ☐ Conduct a resource scan to see what other, similar projects or programs may be available that you could partner with or piggyback on.

- ☐ Research potential funders, their priorities, application procedures and timelines.

- ☐ Create a project team and grant writing committee.

- ☐ Develop the budget and budget justification for the proposal. This needs to be approved by OSP before routing the eTranmittal.

- ☐ Write the grant proposal. **Note**: OSP has specific requirements about when certain things are due. Visit their web page for that breakdown: https://www.cga.msu.edu/Default.aspx and select Preaward from the top tabs and Deadline Policy under Policies, Procedures and Information.

- ☐ Complete online MSU IRB training. Information about that training may found on the IRB website at: http://humanresearch.msu.edu.

- ☐ Does the principal investigator (and co-PI, if applicable) have current or pending-approval PI status with the university?

- ☐ Has the principal investigator (and co-PI, if applicable) applied for IRB approval, if necessary?

- ☐ Has your work team discussed this project with ALL of the appropriate MSU Extension institute directors and district coordinators?

- ☐ MSU Extension academic staff who <u>do not</u> hold a Master's degree, must submit IRB and PI application. The policy and procedures for doing so may be found in the Extension Administrative Handbook.

- ☐ Complete and route online MSU eTransmittal form.

- ☐ Incorporate OSP feedback into your proposal.

- ☐ Gather required signatures on grant application.

- ☐ Submit proposal to funder.

- ☐ Congratulations! The funder has chosen to fund your project.

- ☐ Contact OSP for help with reviewing and negotiating the final contract language with the funder.

- ☐ CGA will set up a separate account for the grant project and notify you and your Institute Fiscal Officer of the account number.

- ☐ Begin your project! Work with your Institute Fiscal Officer to put any needed salaries on the account.

Grants and Contracts

Grants (and the contracts, when grants are awarded) are the most common strategic partnerships that MSU Extension enters into with other organizations.

When submitting a grant application, MSU Extension staff propose to do a body of work – sometimes research, but more often teaching, training, etc. The funder, in return, agrees to provide resources to cover the costs of the work. The costs will be defined in the proposal budget, in terms of salary and non-salary categories.

The request for proposals (RFP) and contracts related to grant programs spell out – sometimes in great detail – how the funding is to be awarded and managed. <u>You must read carefully every part of the RFP and the contract</u>, even the boilerplate that is sometimes dismissed as "just the fine print that nobody ever reads." Failure to follow the directions given in an RFP can have a negative impact on the proposal to most funders.

The OSP is the MSU entity responsible for reviewing grant agreements. They will work with MSUE staff to negotiate with the funder.

If a grant proposal will be going through a County Government, not MSU, then the proposal should be signed by someone in the county. The checks should be made out to the County and all reporting responsibility is with the County. Please see the memo from OSP on the MSUE Business Office website, under Resources – Helpful Links.

Working With MSU Sponsored Programs Administration - www.cga.msu.edu

Office of Sponsored Programs (OSP) / Pre Award - https://www.cga.msu.edu/PL/Portal/OSP.aspx

Contracts and Grants Administration (CGA) / Post Award - https://www.cga.msu.edu/PL/Portal/CGA.aspx

MSU Contract and Grant Administration will assume audit responsibility and issue all of the required financial reports. (**Note**: The principal investigators and other staff involved with a grant administered by CGA are required to provide budget data to CGA and check with CGA periodically to ensure that the required reports are being completed and submitted to the funder.)

All requests for payment must be submitted on CGA forms and approved by an authorized signer and the authorized CGA staff member.

MSU Extension work teams frequently ask what support, expertise and help they can expect to receive from OSP and CGA. In brief, your work team can expect that:

OSP will:
- Review a funder's contract/agreement and advise you of any potential problems with the language.
- Help you negotiate the details of a contract or agreement with the funder.
- Advise you of the regulations that apply to your grant.

CGA will:
- Help you set up your effort and cost share reporting.
- Set up a separate university account for your project and handle all of the project cash management.
- Make operating statement information and account dates and restrictions available to you through their website. *NOTE: All related operating information may be accessed via the grant's account number through the EBS/Business Intelligence.*
- Issue all of the official fiscal reports – with help from you and the MSU Extension business office – to compile the necessary data from your records and the operating statements.
- Audit grant expenses to ensure that they comply with the terms of the grant and contact you if there are any problems.
- Answer questions and give you grant-related advice, including on requesting extensions and waivers.
- Provide risk assessments.

Proposal Preparation Basics

Does this grant fit our mission and values? Read and review the RFP document carefully to ensure that the grant fits the mission and values of Michigan State University and MSU Extension. Carefully consider any local political ramifications of the project and the potential funding source. Discuss these ramifications with the District Coordinator and Institute Director, as appropriate.

As you and your work team prepare any proposal to submit to any grant-funding source, it's important that you consider the following issues.

- **Does this grant opportunity fit into your work groups current logic model and priorities?** Sometimes it's tempting to take on a grant-funded project that an agency or organization proposes. However, if the proposed project takes staff or work teams away from the tasks already identified as priorities in the current logic model, the funding may not be worth it.

- **Where is the money coming from?** Ask where the money for the grant is actually coming from (the prime source). Check on the answer. You need to know because so-called "pass-through" resources may have different reporting, time and expenditure expectations than the main grant (the direct source).

- **Who needs to know?** Keep your Institute Director informed about your grant-seeking efforts, plans and progress. Also be sure to inform the appropriate MSUE Fiscal Officer of an effort that you're pursuing. Be sure, too, that your project partners are actively involved in planning and developing the proposal and that they understand the role of MSU Extension in administering any grants the project may be awarded. Inform the appropriate Fiscal Officer, when the Institute Director has approved and you are moving forward.
    - Talk with your institute director (and district coordinator, if it is a local grantor with whom you are working) about your current position and your role in the grant project

- **Develop an accurate budget.** Your proposal budget should be your very best estimate of all of the costs associated with the project. Consider the potential costs of the grant project to all units (the county or district MSU Extension office, MSU Extension institutes involved with the project, the College of Agriculture and Natural Resources, and MSU. Include administrative and local support for the project as appropriate). Any staffing changes the grant may support, such as new full- or part-time staff, check with your Institute Fiscal Officer to ensure the budget will cover the employee(s) and related expenses. Also check that the new employees are classified properly, and have office space. **Note**: Administrative support is typically included in the indirect rate.

- **You'll work hard for the money. Is it enough?** Carefully consider whether the amount of funding available through this grant is enough to compensate for the amount of work you and your partners will have to do to fulfill the terms and conditions related to the expected deliverables

- **Involve OSP if you have questions.** This is a good time to reach out to OSP and ensure you are covering all of your bases.

- **Cost shares and matches.** Many grants require that applicants provide a cost share or match for part or all of the amount of the grant. Salaries are often counted as cost shares. MSU doesn't allow matches for more than the dollar amount awarded in grants. Any salary match means that effort in support of the contract will be at the agreed-upon level. If matching dollars are required, we cannot match federal dollars against federal requests. If matching dollars are suggested, but not required, and you're listing an in-kind match, then describe it, but don't list dollar amounts or FTEs (full-time equivalents). This is to avoid having a specific dollar amount or FTE become required and therefore subject to audit.

Consider how you might fulfill the cost share requirements. Have your documentation plan in mind as your consider applying. Does your plan meet the grantor's reporting expectations? Work with your grant partners to determine how much staff time (whether educator, specialist or faculty) you will need to meet cost share expectations. How will you document the percentage of match for each person? Work through the time expectations with both your institute director and the educators who will be part of the cost share. It is highly recommended that only salaries, fringe benefits and the applicable indirect costs (if allowable), be used for match. The use of other costs will require additional administrative oversight by the project leader, the project leader's department and county or district MSU Extension office, and MSU CGA.

▪ **Grant and "regular" funds** must be accounted for separately from, and must never be comingled with, other funds. Your accounting and reporting systems should be set up accordingly.

Think ahead. Before submitting the paperwork for a grant to the funding source, have it reviewed and approved by the office that will have administrative responsibility for the grant. This means submitting your RFP and budget to the MSU OSP *at least* 10 business days before the proposal is due to the funding source.

▪ **It's vital that a work team remembers** that expenses **cannot** be charged against grant funds before the grant funds have actually been received. See the Hardship Accounts section of this document for information on the *very* rare exceptions to this rule.

Keep in mind: If you've engaged OSP earlier in your process, the review phase will go more smoothly.

Preparing an eTransmittal for Submission

An eTransmittal must be completed for all grant applications that will be processed through OSP and CGA. The eTransmittal holds the entire grant package together, so it **must** be filled out completely and correctly. Keeping your project partners and your MSU Extension institute involved and aware is equally important. One small omission or mistake could add days to the approval process.

Starting an eTransmittal

To start an eTransmittal form, go to the OSP main page (https://cga.msu.edu), then in the navigation bar on the left, click on "Proposal," then "New eTransmittal." After you log in using your MSUNet ID you can start entering information about your proposal.

Two OSP and CGA web pages contain helpful information regarding the eTransmittal process.

▪ Internal Approval Process – eTransmittal

A step-by-step walk through the process of completing an eTransmittal form is available online. One seemingly minor step that has the potential to create major problems if the information is not accurate is the first section labeled Senior Key Personnel. The names listed here must have the correct department and institutes affiliations in order for credit to be issued to the correct department. In other words, this will affect the distribution of F&A and if it is wrong, your institute will not receive the credit.

- MSU Extension Administrative Code: 10058
- MSU Extension Organization Codes:
  o Extension Agriculture and Agribusiness   10058940
  o Extension Children and Youth   10058941
  o Extension Greening Michigan   10058942
  o Extension Health and Nutrition   10058946

- Proposal Preparation Guide

  As its name implies, this page covers the entire proposal preparation process. "Step 5: Prepare All Required MSU and Agency Forms and Obtain an MSU Application (APP) Number" focuses particularly on the documents that need to accompany an eTransmittal for it to be considered and approved.

Routing the eTransmittal for Signatures

Once the eTransmittal and all of the required attachments are complete, it's time to electronically route everything to begin collecting signatures.

The eTransmittal will be electronically routed to the appropriate institute director for approval. Verify that your profile accurately reflects your institute appointment before it is submitted for routing.

ETransmittals route for approval to co-PIs, Institutes, the CANR College, and finally OSP. Check on your submitted eTransmittal and ensure it is working through the approval system and is not held up anywhere.

Where to Look for Grants and Tips for Effective Grant Writing

A multitude of workshops, seminars, books, websites, newsletters and other resources exist that are designed to help people find and apply for grants. A few online grant-seeking and grant-writing resources follow.

- **General Grant Writing Tips for Success** – A pdf tip sheet is one of the resources available on the "Grants: More Agriculture and Food Research Initiative (AFRI) Information" page on the National Institute of Food and Agriculture (NIFA) site. It offers basic tips and helps for developing proposals in response to NIFA RFPs. The document also includes a list of "reasons for lower ratings" (why grant proposals are not accepted). www.csrees.usda.gov/funding/nri/pdfs/general_tips.pdf

- **Grant Writing Resources: The Basics and Beyond** – A list of online resources for grant writers from basic to the more advanced. The site is part of the Community Evaluation and Research Collaborative at Michigan State University. www.staff.lib.msu.edu/harris231/grants/index.htm

- **A Guide to Funding Resources** – A basic but extensive document from the National Agricultural Library's Rural Information Center takes the reader all the way from finding resources through the process of developing a basic proposal outline. It includes links to many funders' websites and grant-writing resources. *nal.usda.gov/ric/ricpubs/fundguide.html*

- **Proposal Writing Aids: Program Planning and Proposal Writing** – A collection of links to program planning and proposal writing resources is provided by the MSU Office for Postdoctoral Training. It includes resources from various university, foundation and government (including National Institutes for Health and National Science Foundation) sites. *grad.msu.edu/pdo/docs/Proposal%20Writing%20Aids.pdf*

Direct Costs

Direct costs are those that are specifically identifiable as "belonging" to your project, such as faculty, staff and student effort (salaries), and fringe benefits. County or district support costs for those located and working off campus also may be included, as necessary, as well as project-specific supplies and the cost of project-related travel.

Salaries and fringe benefit figures must be listed accurately in the budget proposal. MSU's web-based Salary Budget Builder, on the CGA website, is designed to help build accurate salary line items for the budget section of grant proposals. An MSU NetID and password are required to use it.

Facilities and Administrative Costs
Facilities and administrative costs (sometimes called "F&A costs," "indirect costs," "IDC" and "overhead) are those costs that can't specifically be assigned to any one program or project, but that are nonetheless real expenses incurred when conducting research, instruction and other sponsored activities. Examples include general, departmental and sponsored project administration, buildings and existing equipment.

CGA has figured standard F&A costs for a variety of research and other sponsored projects, including MSU Extension projects (the off-campus rate). Current MSU F&A costs can be found online.

Budget Justification Section
Most funders require grant applicants to write a budget justification section to accompany the budget form. This is the place to explain the details of a budget so the funder can approve specific expenditures. It is particularly important if the budget form only asks for lump-sum amounts for each budget category. The budget justification is where applicants highlight, explain and provide the rationale for each budget category, and explain how they arrived at certain cost estimates. For example, in the salary or personnel category, the grant writer will explain each employee's role in the project, lists the tasks he or she will perform and the percentage of the employee's effort (time) that will be devoted to the project or program.

If the request for proposals isn't specific about how the budget justification should be written, simply address each part of the budget form you completed. For example, if the categories on the budget form included salaries, project supplies and equipment, and facilities and administrative costs, then your budget justification should cover salaries, project supplies and equipment, and facilities and administrative costs.

OSP Budget Review
Be proactive. The MSU OSP will gladly help grant writing teams develop budgets and budget justifications *as they're writing* a grant proposal. They're experts at developing and reviewing grant budgets.

As an assistant director for grants with OSP said in a session at Fall Extension Conference in October 2011, "As soon as you know you want to apply, OSP wants to know about it." Send a copy of any RFP you are responding to OSP early in your grant writing process so they can review it and prepare to help you with your proposal.

You must submit the budget and budget justification to OSP at least 10 working days before the proposal submission deadline. (**Note**: If the budget totals $10 million or more, OSP will need more than 10 working days.) OSP will provide initial budget comments to the administrative contact within two working days after submission of the budget and budget justification to OSP. You may start a draft of the eTransmittal but do not route it until OSP has approved the budget. Let OSP know once you have begun the routing process.

Seeking Institutional Review Board (IRB) Approval

Federal regulations, university policy and accreditation standards require that all research involving human subjects must be reviewed and approved by an institutional review board (IRB) before the project. The Office of Regulatory Affairs (ORA) facilitates research review processes in accordance with federal regulations to protect the rights and welfare of research subjects, to protect public health and safety, and to assure the objectivity and integrity of research.

ORA's goal is to promote the responsible conduct of research at MSU, to ensure compliance with federal, state and university regulations and policies on research, and to serve as a campus resource for research ethics education materials and training.

MSU has separate IRBs, which were established to advance the goal of conducting research with diligence and integrity. The Human Research Protection Program oversees MSU's Institutional Review Boards. The main IRB website is at http://www.humanresearch.msu.edu/.

- **Biomedical and Health IRB** – The purpose of the BIRB committee is to protect the rights, welfare and privacy of human subjects who participate in research conducted by students and faculty affiliated with MSU. Applications submitted to the BIRB generally encompass medical, biological and health research, and can be medically invasive or medically noninvasive. http://www.humanresearch.msu.edu/birb.html

- **Community Research IRB** – The CRIRB reviews multi-community projects, those that will be performed at two or more sites, including East Lansing and Lansing, and projects that require expertise in community-based research. The CRIRB has great expertise in clinical- and community-based research and a diversity of topical expertise among individual members. Once approved by the CRIRB, each participating institution provides concurrence to allow the project to be performed at their site, and all review and changes will occur at the CRIRB level.

    The CRIRB greatly enhances the performance of community-based research by reducing review time, standardizing human subject projects across sites, and optimizing human subjects' protections. http://www.humanresearch.msu.edu/crirb.html

- **Social Science, Behavioral and Education IRB** – The purpose of the SIRB committee is to protect the rights, welfare and privacy of human subjects who participate in research conducted by students and faculty affiliated with MSU. Applications submitted to the SIRB generally encompass social, behavioral and educational research, and are considered medically noninvasive. http://www.humanresearch.msu.edu/sirb.html.

- The MSU **office of Export Control & Trade Sanctions** oversees awareness, education and compliance of export controls and trade sanctions. More information may be found at: http://exportcontrols.msu.edu

- Further, the University has appointed the **Animal Care and Use Committee** to oversee and evaluate all aspects of the institution's animal care and use program. The IACUC includes scientists, veterinarians, and local community representation. The IACUC advises the University President and the Institutional Official regarding all aspects of the responsible use of animals in university research and instructional activities. http://www.animalresearch.msu.edu/

Many of the grant-funded projects and programs conducted by MSU Extension don't require IRB approval. If you have any questions on whether an activity requires IRB review, please contact the IRB office by phone at 517-355-2180 or by email at irb@msu.edu.

For individuals needing to apply for IRB approval and principal investigator status, it may be done with one form. Start this process early in the grant application cycle, but absolutely no later than two weeks before the application deadline. The form and instructions for IRB and PI approval are in the *MSU Extension Administrative Handbook*, which may be found on the MSUE HR web page at: http://od.msue.msu.edu/human_resources.

Principal Investigator Status

As you work to take your project from the idea stage to the funded proposal stage, you'll see that RFPs typically require you to identify a principal investigator (projects may have a co-principal investigator, as well). These positions may also be called "project leaders," "project investigators" or "primary investigators." Whatever they're called, the OSP website says that PIs and Co-PIs are the people who have the "authority and responsibility to direct the project or program being proposed."

All Michigan State University Extension academic employees, holding a masters or higher-level degree are approved upon hire to hold Principal Investigator status without any further application process.   If the principal investigator on your project is an MSU Extension academic staff member who does not hold such a degree, he or she must submit a completed "Principal Investigator Status or Institutional Review Board Approval Request" form to the MSU Extension associate director with a copy to his/her Institute Director. From there it goes to the CANR associate dean for research to obtain approval, and then to the Office of Vice President for Research and Graduate Studies for final approval.

NOTE: If an individual is applying for IRB approval for her/his own degree program research, that application must go through his/her faculty advisor.

Responsibilities as a Principal Investigator

Generally, the PI responsibilities are twofold and distinct: 1) performing and/or overseeing activities involving the management of the work on the project, and 2) responsibility of spending grant funds.

✓ Identify Possible Funding Sources

✓ Prior to preparation and submission of the proposal, study the instructions for Eligibility, Application Guidelines, Deadline Dates and Application Format

✓ Contact your:
  o Institute Director and/or Institute Fiscal Officer – They will assist you with budget review

✓ MSU Office of Sponsored Programs (OSP) – They will need to know early in order to review contract language, ask questions of the funding agency if needed, deal with any exceptions (this process may take time)

✓ Write the proposal, prepare the budget and budget justification – The PI builds the budget and the Institute FOs will be able to check the budget numbers for accurate salary, raises, fringes, travel cost, F&A, etc.

✓ Prepare required MSU and Agency Forms – this includes the MSU e-transmittal

✓ Does this project require Human Subjects, Animal Use, and Export Control?

✓ Oversee that the proposal and all required documents made it to OSP for review, **10 days prior to deadline**.

✓ Communicate with OSP and the FO on the progress. Identify who will be submitting the proposal. Is it an electronic submission that needs to be done by OSP? Paper proposal that you will deliver yourself? Examples of electronic submissions may be found at: http://www.grants.gov. CGA will submit these. More lead time is usually required for electronic submissions.

✓ Once awarded, forward all pertinent documents – such as the original notice of grant award letter, contract, signed agreement, etc. – as soon as you receive them, to the CGA Awards Group at awards@cga.msu.edu and to your FO. Be sure to include the e-Transmittal number (Application Number) in the subject line of your correspondence. CGA will set up an account number.

✓ Once a project is funded, there is an expectation that the PI will be responsible for being the fiduciary on the grant and conscientiously spend the award.

✓ Communicate with the FO to have all salaries funded by the award placed onto the account number.

✓ Review your account operating statements and Labor Distribution reports, monthly.

✓ Monitor reporting needs. If CGA is submitting them follow up with them.

✓ Know your award start and end dates, 30 days prior to the end date, touch base with your FO to make sure the budget is on track and final expenses will be in by the end date.

✓ If you decide to ask for a no-cost extension on the grant, please be sure this is done in accord with University and sponsoring agency's requirements. Inform the Institute Director and FO that you are working with CGA and the funder to do so. No-cost extensions are processed through the MSU Awards Group. The manager of the Awards Group is Stacy Salisbury, who may be reached at (517) 884-4252 or Salisbury@cga.msu.edu.

✓ Make sure your budget is on track and that the correct one is processed by CGA. This will appear on the operating statement. If you notice anything that needs to be addressed, follow-up with your FO. Monitor receipt of program income/payments from funder/sponsor.

✓ The PI is responsible for making sure that all expenses are in line with the grant budget and for reconciling the operating statements. Monitor encumbrances and expenditures.

✓ Notify your FO of any budget changes. If you have significant budget changes from line items you may need to get approvals first from the funder/sponsor.

✓ Remember that PI is responsible for completing all project deliverables as outlined in the grant. This also includes responsibility for the overall fiscal and administrative conduct of the project, for meeting the terms and conditions of the award, and for representing the project to the sponsor.

✓ Three months before grant end date: review the project's financial status, plan for updates and changes to payroll, request a no-cost extension when allowable and appropriate.

✓ Ensure continuation proposals (if any) are submitted on time.

✓ CGA will notify PI and FO at the end of the grant period and initiate close-out procedures. CGA will ask if all expenses have been submitted, if there are any outstanding expenses that have not hit the operating statement (encumbered), etc. The PI and FO should work in concert with CGA on this process.

✓ If a match is required, have I submitted the paperwork to record the match?

✓ Were the expenses I'm submitting to be charged allowable expenses under the terms of the grant? Am I submitting them within the appropriate time frame?

✓ Am I submitting all required reports to the funder in accordance with the terms of the grant?

Effort Reports

An effort report is a relatively simple but important form that employees whose salaries are counted as a cost-share or covered in whole or in part by one or more grants must complete twice a year. The form indicates the percentage of their work effort that has been devoted to those grants. Effort reports are required for all federal grants and by some private funders, as well.

CGA sends emails twice a year to the appropriate employee with instructions to login to the OSP/CGA website and certify effort reports. Each account that covers a part of the employee's salary is listed, along with the percentage covered. By completing the form, the employee is certifying that "the percentage of effort [he or she has listed on the form] represents a reasonable estimate of the work performed by the stated individual during the report period."

Late submission of and any error on an effort report form may mean that the effort or cost-share can't be charged to the grant or contract. In some cases, universities have been required to pay back federal grants when effort reports haven't been completed or have been done incorrectly. It's also difficult to change effort reports once they've been submitted, so doing the form right the first time is essential.

Hardship Accounts

Sometimes applicants are notified by a funder that their projects have been chosen to receive funding, but that the official paperwork will be delayed for some reason until after the official start date of the grant. In the meantime, the funder expects works on the project to begin, which means spending money you don't have.

Apply for a hardship account through CGA. It's not ideal, and CGA rarely grants them, but hardship accounts are the best option for handling such situations.

The first step is to talk to your department chairperson, institute director about the situation. A written memorandum requesting the hardship account must be approved by your institute director and the Director of Extension. Once approved in Extension the memo needs to go to CGA. A template for the Hardship Account request is available on the MSUE Business Office Website, under Resources – Helpful Links.

The memorandum must include the following information:
- Why you think the grant will be funded.
- Copies of any correspondence you've received from the funder.
- The expected start date of the project and end date.
- A request for a cost-share to be set up on the anticipated project start date.
- A "fallback" account number that will cover the early charges if for some reason the grant is not funded.
- The eTransmittal application number

Work in concert with the Fiscal Officer to write the memorandum; which then must be signed by the primary investigator or project leader **and** by the Institute Director. You also must have completed an eTransmittal form before CGA will create a hardship account.

Glossary

This section includes definitions for a variety of terms as they are used in this document as well as on the website of the MSU Office of Sponsored Programs and the MSU Contract and Grant Administration (*cga.msu.edu*).

Account Number
The accounting mechanism by which income and expenses for a grant are recorded and tracked. MSU assigns account numbers to grant projects and programs only after the award has actually been received.

Administrative Costs
See also *F&A costs*.

Allowable Expenses
Expenses that a funder will allow to be charged against a grant. Varies from funder to funder.

Application Number
An internal number that is assigned by MSU when you create an eTransmittal that will follow your project from the proposal to the funded stage. Remember to include this number on any correspondence with OSP or CGA. See the eTransmittal Internal Approval Process page on the CGA website for details. (Also called *App numbers*.)

Approval Authority
People within a major administrative unit (MAU) at MSU who are authorized to sign off on eTransmittals for grant applications originating in the unit.

Audit Responsibility
The fiduciary for each grant is responsible for completing an acceptable audit.

Budget Justification
Explanation or justification for each budget category entry in a grant budget.

Certified Effort Report
See *effort report*.

Conflict of Interest (COI)
When a person who is or will be involved in proposing, conducting or reporting a grant-funded project stands to benefit financially or through some other "personal tangible benefit" from that funding. MSU requires that "All key personnel on an externally sponsored project at MSU must fill out a conflict of interest certification." The form and more information are available online.

Contact Unit
Also called *head count, capitation, or participation units*.

Contract
A mechanism for procuring a specific service or product with specific obligations for both the consumer and the provider.

Contract and Grant Administration (CGA)
The unit at Michigan State University that is responsible for administering sponsored (grant-funded) projects once the money for a project has been awarded. The CGA mission is to "support MSU's research and creative endeavors by providing timely, accurate and courteous assistance to faculty and support staff with the financial and contractual administration of their grants, cooperative agreements and contracts."

Co- Principal Investigator (Co-PI)

Grant projects sometimes have more than one principal investigator. In the MSU system, co-PIs have equal authority with PIs.

Cost Share

The part of the total project costs on a sponsored (grant-funded) project that are paid from sources other than the sponsor. May refer to cash contributions, donated services or facilities. See the MSU Cost Share Policy. (Also called *in-kind contribution* and *the match*.)

Deliverables

The outcomes and impacts that are expected and agreed to within a particular grant agreement.

Direct Costs

See *facilities and administrative (F&A) costs*.

Documentation

The forms, narrative, budget and related materials that are required by OSP, CGA and the funding agency on a grant-funded project.

Donations

One-time payments from a sponsor or funder with few or no strings (such as reporting or detailed expectations about fund expenditures) attached. Donations may be made with such simple instructions as "for forestry education in (insert name) County." MSU Extension institutes, MSU departments, the Michigan 4-H Foundation and county programs may receive donations. Donors seeking tax benefits, however, must make donations through MSU or the Michigan 4-H Foundation. Also called *gifts*.

eTransmittal

An internal MSU Office of Sponsored Programs electronic routing form that includes proposal documents. It collects basic identification information, academic and overhead credit, project type and budget information, compliance questions and certifications, and electronic signatures. This document is required for all proposal submissions. Information about completing this form is online. (Also called *electronic transmittal*.)

Facilities and Administrative costs

The costs that are incurred for common or joint objectives and therefore can't be assigned solely to a specific project (such as office space, utilities, departmental administration, equipment, OSP and CGA services). Periodically MSU CGA negotiates standard rates for these costs with the federal government, which is the largest sponsor of research at MSU. There are standard rates for research, other sponsored projects and off-campus projects. Information may be found on the CGA website. (Also called *F&A, IDC, indirect costs* and *overhead*.)

Fee for Service

See *service agreements*.

Fiduciary Responsibility

Responsibility for the fiscal administration of a grant, gift or contract.

FO

MSU Extension Institute Fiscal Officer

Grant Monitoring

The process in which MSU CGA tracks expenditures and cost-share requirements, prepares and issues financial reports, closes accounts and archives records at the end of grant-funded projects at MSU.

Grant Reporting

The process of producing financial and program reports related to a grant-funded project. CGA produces financial reports as required by funders, while the PI and Co-PI are responsible for producing program reports. The various CGA units and their reporting responsibilities are listed online.

Grants

An arrangement in which funds, property, services or other valuable benefits are transferred from a sponsor to an institution (such as MSU or MSU Extension) to help the institution reach a particular goal or public purpose.

Hardship Account

A rare, hard-to-get type of account that CGA establishes in cases where an MSU department wants an account number to be assigned and project expenses to occur on the correct project account, even though CGA doesn't have enough evidence that the award will be made. The principal investigator must provide a fallback account number that will be charged for any expenses incurred if the funding fails to materialize.

Indirect Costs

See *facilities and administrative costs*.

In-kind

A noncash contribution of work or services that can be assigned a cash value. Writing in-kind contributions into a grant proposal can be problematic because in-kind record-keeping is difficult, and once an in-kind contribution is listed in a proposal, it must be auditable. See also *facilities and administrative costs*.

Institutional Review Board (IRB)

A type of committee that oversees all research involving human and animal subjects at institutions such as MSU to comply with federal regulations. If you have questions about the IRB approval process for a sponsored project, contact the MSU Office of Regulatory Affairs at *ora.msu.edu*. Forms for MSU Extension staff who are seeking IRB approval are part of the *MSU Extension Administrative Handbook* at http://od.msue.msu.edu/human_resources/administrative_handbook (look for the link to a document called "Principal Investigator Status and Institutional Review Board Approval Policy"). Visit the MSU Human Research Protection Program online training at *humanresearch.msu.edu/requiredtraining.html*.

Key Personnel

The principal investigator, co-principal investigators or co-project directors, and any other persons at the institution who is responsible for the design, conduct or reporting of research or educational activities funded or proposed.

Memorandum of Agreement

In MSU Extension county grants, an agreement between MSU Extension and a county government in which MSU serves as the employer of record for an employee whose position is funded by a grant that is administered through the county government. MSU bills the county government for the employee's salary and fringe benefits. (This may be a separate agreement from the master MOA that is negotiated between MSU Extension and county governments.) Also called *memorandum of understanding*.

Monitoring

See *grant monitoring*.

MSU Board of Trustees

The elected governing board of Michigan State University. The MSU Board of Trustees is the legal entity that officially accepts donations and grants, signs contracts, and holds the copyrights and patents for intellectual property developed by MSU employees as part of their official duties.

Office of Sponsored Programs (OSP)

The MSU office that helps faculty and staff with pre-award grant paperwork. OSP is a unit under the MSU vice president for research and graduate studies.

Principal Investigator (PI)

The lead person on a grant-funded project. At MSU, PIs must either be regular faculty members and fixed-term faculty employees of the university with a rank of assistant professor and higher or apply for permission to be listed as a PI. Also called *primary investigator*, *project leaders*, *project investigators*.

Request for Proposals (RFP)

A document issued by a funder to give notice of grant money available to be applied for; typically includes information such as dates of availability and conditions of proposal development.

Risk Assessment

An analysis of the probable success of a project.

Effort Report

A receipt used to document the amount of effort actually spent on a restricted grant or contract. Auditors use effort reports to verify that the percent of salaries charged or cost shared, to the project, are justified by the effort documented. The effort report serves as the receipt for salary expenses and/or cost sharing/match. All Universities receiving grants, cooperative agreements or contracts from the federal government must have an effort reporting system. When an effort report has been verified by a supervising official, it is called a "certified effort report."

Service Agreements

An arrangement in which a partner or funder agrees to provide funding after a service or training program has been provided. The fees paid are often based on the number of hours worked, families served or clients served. This type of agreement is often made as a subcontract with a family-serving agency, educational institution or state agency. Also called *fee-for-service agreements*.

Sponsored Project

A project that is organized and run by MSU and funded in whole or in part by an outside organization (such as a government agency, private or community foundation, or individual donor).

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