



Grants

Proposal Preparation

**Policies & Procedures
Manual**

Revised September 2006

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GRANT PROPOSAL ROUTE

<p>Step 1: Development and Discussion of Idea</p> <ul style="list-style-type: none"> • Review the literature • Discuss idea with Program Coordinator and Assistant Dean • Identify other faculty/staff with similar interests • Write one-page preliminary proposal with budget estimate 	<p>3 – 12+ months prior to deadline</p>
<p>Step 2: Identify Funding Sources</p> <ul style="list-style-type: none"> • Get assistance from Grants Director • Search opportunities on the Internet and other sources • Contact potential sponsors and ask questions 	<p>2 – 12+ months prior to deadline</p>
<p>Step 3: Preliminary Approval</p> <ul style="list-style-type: none"> • Submit preliminary approval form and summary to Grants Director 	<p>2 – 6 months prior to deadline</p>
<p>Step 4: Formal Proposal Development</p> <ul style="list-style-type: none"> • Establish working schedule to meet deadline • Follow the guidelines • Get budgetary assistance • Ask colleagues and Grants Director to critique your draft 	<p>Start at least 2 months prior to deadline</p>
<p>Step 5: Final Internal Approval and Submission</p> <ul style="list-style-type: none"> • Polish final version of proposal • Complete, sign, and obtain other signatures for Internal Approval Form • Submit completed forms and final version of proposal to Grants Director for submission to sponsor 	<p>During final weeks prior to deadline</p>
<p>Step 6: Post-submission Activities</p> <ul style="list-style-type: none"> • If funded: <ul style="list-style-type: none"> ○ Send copy of award letter to Grants Director ○ Meet with Grants Director and Budget Officer to discuss account procedures and review project requirements ○ Complete progress reports by required deadlines • If not funded: <ul style="list-style-type: none"> ○ Request reviewers' comments ○ Rewrite and resubmit if appropriate ○ Explore activities that can improve your future funding chances 	<p>Notice of award may be received Anywhere from 3-9 months AFTER submission</p>

Keep everybody in the loop and plan ahead!

Step 1: Development and Discussion of an Idea

Proposals should address the goals and objectives of the College and relate to the College's mission and strategic plan. The strategic areas of focus are:

- Student Access
- Student Success
- Teaching and Learning
- Economic Development
- Community Outreach
- Diversity and Global Awareness
- Technology & Communication
- Evaluation and Student/Customer Service

All grant projects begin with an idea. It is your job in a proposal to persuade the sponsor that your idea is worth funding. Starting early and developing your idea fully can help you achieve this goal.

Review the Literature

To be competitive, you need to develop your idea by doing some background work and collecting support materials for your project. Here are some specific factors and questions you can ask yourself to evaluate the quality of your idea:

- *Significance:* Have I identified an important problem?
- *Innovative:* Is my idea new or creative? In what way?
- *Increase Knowledge:* Will my project increase knowledge in my field?
- *Background:* Am I familiar with background information about this topic? Can I demonstrate familiarity with this topic through a critical review of the existing literature?
- *Gaps or discrepancies:* What need does this project/idea fulfill?
- *Future Development:* Can I identify future areas of study beyond this project?

The following [Go/No Go Decision Making Worksheet](#) can help you decide.

Go/No Go Decision Making Worksheet

Project Agency and Title:												Decision: <input type="checkbox"/> Go <input type="checkbox"/> No Go	
Bid Factors	Weighted Decision Criteria											Estimated Rating	
	Negative				Neutral			Positive					
	0	1	2	3	4	5	6	7	8	9	10		
1. Fit with College mission, Strategic Plan, research findings	Does not align with the College mission and plan				Marginally matches the College mission and plan			Helps fulfill the College mission and plan					
2. Background (expertise of College in project area)	Weak in area or totally new area to college				Average experience in this area			Strong expertise in this area					
3. Proposed College Principal Investigators	Poor in-house team				Good in-house team			Excellent in-house team					
4. Financial Potential	Poor short term, poor long term, likely to cost College				Questionable short-term, questionable long-term			Excellent short- and long-term, likely to yield a margin					
5. Team Members (College's partners and major subcontractors)	Partners and subcontractors dilute/weaken effort				Partners and subcontractors have no major effort			Partners and subcontractors have enhancing effect					
6. Advance information on RFP (Adequate information to respond)	Did not expect RFP, unprepared				Generally up to date with RFP, no major negatives			Good favorable information, ready to respond					
7. Competitive Assessment (competition and funding probabilities)	Competition is very strong, odds under 10%				Open competition, odds are 10-50%			Open competition, odds exceed 50%					
8. Capability to effectively respond	Do not have staff time to adequately respond				Stresses staff time, but are able to respond			Have staff time to develop highly competitive proposal					
9. Funding Agency contact, history, and rapport	College is unknown to this agency and staff				College is known to this agency and staff			College has well-developed working relationships					
10. College Resources (space, personnel, matching funds)	Requires significant investment of college resources				Requires marginal investment of college resources			Requires minimal investment of college resources					
Total Score (sum of scores for each factor evaluated)													

Discuss with your Program Coordinator and Assistant Dean Identify potential collaborators

Teamwork is important part of developing any grant proposal. Individuals can provide assistance in the form of brainstorming, identifying potential funding sources, making suggestions to include or delete certain concepts, developing evaluation strategies, and editing the final proposal.

Your Program/Area Coordinator and Assistant Dean should be informed of your intention to develop a grant proposal as early as possible in the process. They can help you evaluate and clarify your project idea, and make sure it is of interest and benefit to the college. Coordinators and Deans can also help you identify programs or areas that may be impacted by your project and who will need to be involved in the initial conceptualization and planning.

The Director of Grants can also help you identify potential collaborators for your project. Other faculty and staff may have the expertise you need in areas such as evaluation, technology, curriculum development, and so on.

Write a one page preliminary proposal and budget estimate

Now that you have started to focus your idea, it may be useful to write a one-page summary of your project concept. You can use this summary throughout the rest of the proposal development process, so it is worth the effort. Here are some topics you may want to include:

- Significance
- Goals & Objectives
- Overview of planned activities
- Value and contribution to the college

You should also try to estimate a rough budget for the project. The budget is a very important part of the project and should not be left to the last minute to complete. The budget may even determine which sponsor will be the most appropriate for your proposal. Items to think about when estimating your budget:

- Salaries
- Equipment
- Travel
- Consultants
- Materials & Supplies
- Student stipends

Step 2: Identify Funding Sources

There are many resources available to help you identify potential sponsors for your project.

The Director of Grants

One resource is the Director of Grants. She can perform a search for you and help you narrow down your options. She can also direct you to variety of other resources, including web sites, funding directories, databases, and other service offices. Any general questions you have about grants or grant policies and procedures can be directed to her.

Current Director of Grants:
Mary Forbes, MSW
Regency Suites
859-246-6561
mary.forbes@kctcs.edu

The BCTC grants web pages contain a variety of links and resources as well:
<http://www.bluegrass.kctcs.edu/BL/IACD/GrantsDevelopment/>

Online Resources

The Community of Science/Scholars

(<http://www.cos.com/> and <http://scholars.cos.com/>)

What is the Community of Science/Scholars (COS)? COS is a research database service to which KCTCS subscribes. There are several useful sections in COS for faculty, staff, and students. Go browse the COS website today!

- COS Funding Opportunities (<http://fundingopps.cos.com/>)
- COS Expertise Database (<http://expertise.cos.com/>)

Federal Publications and Resources

- www.grants.gov
- Catalog of Federal Domestic Assistance (<http://www.cfda.gov/>)
- Commerce Business Daily (<http://cbd.cos.com/>)
- Federal Register (<http://fr.cos.com/>)
- Links to Federal Agency/Department Websites (http://www.rgs.uky.edu/spd/Links/Federal_Websites.htm)

Private Foundations and Corporations

- Online NonProfit Resources from FINDIT.ORG (http://www.findit.org/html/fund_online_foundations.html)
- The Foundation Center (<http://fdncenter.org/>)

- Private Foundations on the Internet
(http://fdncenter.org/grantmaker/gws_priv/priv.html)
- Corporate Grantmakers on the Internet
(http://fdncenter.org/grantmaker/gws_corp/corp.html)

Contact potential sponsors and ask questions

Evaluating potential sponsors involves more than simply reviewing descriptions of their programs in an online database or resource guide. You should consider contacting:

- Past grantees
- Program Officers
- Past reviewers

With any private or corporate sponsor, you should contact the Director of Grants or Development Officer first to discuss how best to approach the sponsor (e.g. via email, a formal letter, or phone call). There are also some internal restrictions about contacting certain sponsors.

Questions you may want to consider asking:

- Does my project fall within your current priorities?
- Would you be willing to review a pre-proposal or draft proposal?
- How many new awards do you expect to make this year?
- What are the most common mistakes in the proposals you receive?
- Do you accept unsolicited proposals?
- Would you be willing to share a copy of a funded proposal with me?
- Are there any other insights you can share with me on how to be successful?

Step 3:

Preliminary Approval

Before you begin developing a formal proposal, you must fill out the following form and obtain signatures of approval from your Department Coordinator, Assistant Dean, the VP of Business Affairs, and the President. This will ensure that your project is related to the College’s mission of providing access to quality education and is supported by your colleagues and the Administration. This form is available on the grants website.

Bluegrass District Preliminary Approval Form		Date: _____
<hr/>		
Project Director:	_____	
Department:	_____	
E-mail address/Extension:	_____	_____
% Effort on this project:	_____ %	
Faculty/Staff Collaborators:	_____	_____ %
(Please include % effort)	_____	_____ %
	_____	_____ %
Will release time be requested for any of the project team members?	Will you be requesting any new faculty/staff lines?	Will you need part-time faculty to cover team member regular responsibilities?
YES _____ NO _____	YES _____ NO _____	YES _____ NO _____
Working Title of Project:	_____	

Sponsor:	_____	
Deadline:	_____	
Estimated Total Budget:	_____	
Will there be any cost sharing or matching?	YES _____	NO _____
If yes, please explain:	_____	

Will you be requesting a lower or waived indirect cost rate?	YES _____	NO _____
Please attach a one-page description of the proposed project. Please include the following information:		
1. Goals & Objectives	3. Value and contribution to LCC	
2. Overview of planned activities		
<i>I have reviewed the proposed project and approve the development of a full proposal:</i>		
_____	_____	
Department Coordinator	Assistant Dean	
_____	_____	
VP of Business Affairs	President	

Step 4: Formal Proposal Development

As a proposal writer, it is your job to *persuade* the reviewer that your project is worth funding. Therefore, it is very important for you to communicate your project ideas and plans clearly and completely. A poor presentation can keep a good idea from getting funded. You can increase your chances by:

- Improving your proposal writing skills
- Mastering the various components of a successful proposal

Planning

A little planning can go a long way in preparing your proposal. Get organized before you start writing. This is a good time to review the proposal route on page three. Depending on the scope of your project, development of a competitive proposal may take anywhere from three to twelve months. Here are some planning suggestions:

- **Start early.** Many people make the mistake of waiting until a couple of weeks before the proposal is due; do it now.
- **Read the guidelines and FOLLOW THEM.** Talk to the program officer or the Director of Grants if you have questions or concerns.
- **Use a checklist and/or timeline as a guide to writing your proposal.** List all the tasks to be accomplished. What information will you need to gather/research? Estimate how long it will take you to finish each task and set internal deadlines for completing them.
- **Get a draft of your budget and proposal abstract** to the Grants Office at least 7 to 10 days PRIOR to the deadline.
- **Start working on your internal approval form** *at least* one week prior to the deadline. It can take several days to get all the signatures of approval necessary.
- **Begin collecting and organizing supporting materials early.** This includes figures, tables, photographs, references, and letters of support.

Writing Resources

The final proposal format will depend on the guidelines provided by the sponsor. For example, most federal agencies give very specific instructions and forms on all of the sections to be included in your proposal. A private foundation, however, may provide very little direction on the arrangement and inclusion of various components of the proposal other than a page limitation. There are some basic elements you will find in all proposals, however:

- **Narrative** – This is the WHAT and WHY section of your proposal. Generally, you begin with a statement of need or problem you will address. Next, state the overall goals and specific objectives of your project. Finally, describe your plan

of action, providing enough detail for the reviewer to judge whether your project can be run both efficiently and effectively. The narrative should demonstrate that you have carefully thought through all aspects of the project. It must convince the reviewer of the significance of the problem, the appropriateness of your proposed response, and your ability to conduct the planned activities.

- **Evaluation** – Evaluation is important because it demonstrates accountability and concern for program outcomes. You may want to consider adding an evaluation specialist to your proposal development team. Use this section to explain the methodology you will use to determine whether or not your program was a success.
- **Timeline** – Include a well-developed project timeline to help the reviewer understand what you plan to do. It can show that you have thought through your project's long-term needs and goals.
- **Budget** – While many view the budget as a tedious technicality, it is a key element to your proposal. The budget is often used by reviewers to get a quick sense of the project's organization. Typical budget categories include personnel, travel, equipment, materials, and indirect costs. These are discussed in more detail on pages 12-13.
- **Abstract** – The abstract may be the only section read in detail by some reviewers. It should be a concise, one page summary of your project that provides a good overview of the proposed activities and it should capture the reader's interest.
- **Supporting Materials** – Often included in an appendix, these are the graphs, pictures, tables, letters of support, biographical sketches of the project team, and other documents that support the credibility of your project but may interfere with the smooth reading of the proposal.

Here are some general tips for writing good proposals:

- Help the reviewer find the information he or she needs by carefully organizing your proposal. For example, use explicit titles, headings and subheadings throughout your proposal. Be consistent in the use of fonts and formatting. Use tables and graphics to summarize information.
- Ask a colleague who is familiar with your topic to read your proposal for content.
- Check for logical, spelling, and grammatical errors.
- Compare your final proposal to the program guidelines. Did you include all of the requested information? Have you addressed the review considerations?
- Obey the rules given in the program guidelines.
- Start early, revise often, and submit before the deadline!

There are many good grant writing guides available. Visit the Director of Grants for copies of articles and books on writing successful proposals, or try these web sites:

“Hints for Writing Successful NIH Grants” by Ellen Barrett
http://chroma.med.miami.edu/research/Ellens_how_to.html

“A Proposal Writing Short Course” from the Foundation Center
<http://fdncenter.org/onlib/shortcourse/prop1.html>

“The Grantseeking Process” from the Foundation Center
<http://fdncenter.org/onlib/orient/intro1.html>

“A Guide to Proposal Writing” from the National Science Foundation
<http://www.nsf.gov/pubs/1998/nsf9891/nsf9891.htm>

Internal Forms and Policies

The Internal Approval Form (GC-2) is used by the college and KCTCS to provide tracking information about grant activities and to record college commitments (of time, money, and resources) and approvals. You can download this form at:
www.kctcs.edu/businessaffairs/FORMS/GC2.doc

A final issue of concern when preparing your proposal is **release time** and part-time faculty replacements. Release time is approved on a case-by-case basis by the VP of Academic Affairs and the College President, and must be secured prior to submission of the final proposal. While this approval is secured by signature on the preliminary approval form, you may wish to make an appointment with the Dean prior to writing your proposal to discuss this issue in more detail.

Budgetary Assistance

The budget and budget justification sections of a proposal request and defend the dollars and cents required for your project. Therefore, both sections are vitally important to the project and to you! These sections inform the sponsor **how much** it will cost to do the proposed project and **why** the money is required.

There are two general categories of costs for undertaking a sponsored project: **direct costs** and **facilities and administrative costs** (F&A, formerly known as indirect costs).

Direct costs can be specifically identified with a particular sponsored project:

- Salaries and wages
- Personnel benefits
- Supplies
- Travel and communication
- Equipment

- Computer use
- Alterations and renovation

F&A costs are incurred for the general support and management of sponsored projects at an institution. Typical F&A costs include:

- General administration and general expenses
- Plan operation and maintenance
- Library expenses
- Departmental administration expenses
- Depreciation or use allowance
- Student administration and services

A final major issue to consider when preparing your budget is whether or not **cost sharing or matching** is required. **All cost sharing and matching must be approved by the President and VP of Business Affairs well in advance of the deadline, and may require special tracking if you are funded. A source of the matching funds must be identified, and you must obtain a letter of commitment from the President.**

The final budget must also be reviewed and approved by the KCTCS Grants Office and it is requested that you submit a copy of the final budget and budget justification to their office **5-7** days prior to the proposal deadline.

If you are funded, you will also need to work with the Advancement Account Specialist. Other concerns about budgetary issues can be addressed to the VP of Business Affairs.

Step 5: Final Internal Approval and Submission

Preparing the final packet

Once you have finally completed your proposal, you are ready to submit it. At this point, you should have your final proposal packet ready to go, including all form pages, narrative information, supporting documents, and so on. You have reviewed the package for correctness and completeness. And hopefully, you have allowed yourself some time in case unforeseen problems arise (the server breaks down, a freak snowstorm blows in, et cetera!).

Here is a checklist of documents you should have ready prior to submission:

- A copy of your preliminary approval form (completed and signed off on)
- A final copy of the proposal packet, which includes all of the form pages and supporting materials
- The original copy of the Internal Approval Form, with all of the appropriate signatures

- Make sure the Director of Grants knows you are working on a proposal and has planned time to help you get through the submission process. Contact her at least two weeks prior to the deadline and let her know you are planning on submitting a proposal. Tell her the deadline, share any specific or general concerns you might have, and provide her with a copy of the sponsor guidelines.
- Make sure you have all of the form pages and documents you need to submit the proposal.
- Review the submission instructions, making sure to note any special instructions about number of copies of the proposal required, mailing addresses, and so on.
- Keep a copy of all documents for your records. A copy of all documents should also be given to the Director of Grants.

Remember, **YOU ARE** ultimately **RESPONSIBLE** for your proposal!!

A final thought on the submission process: Many sponsors are now requiring electronic submission of grant proposals through either e-mail or web-based systems. This can add time to the submission process. Just make sure to keep everyone informed and plan ahead!

Step 6: Post-submission Activities

You're funded! What happens next?

If your proposal is approved for funding, pat yourself on the back, have a celebration, and then get ready to really work! It took a lot of hard work to win that grant, and you will want to continue to impress the sponsor that you are worthy of their support – for this grant and the next!

If you are funded:

- Send copy of award letter to Director of Grants – You may be the only person who receives a copy of the award letter. Make sure the appropriate people know about your award (tell the President!) so the college can brag about your achievement! You will also need to get your account set up so you can get to work.
- Meet with Director of Grants and Advancement Account Specialist to discuss accounting procedures and review project requirements.
- Complete progress reports by required deadlines.
- Maintain a good relationship with the sponsor by following your project plan as you presented it in the proposal.
- Again, remember that **YOU ARE** ultimately **RESPONSIBLE** for your project!

If you were NOT funded

You've probably seen the statistics – average funding rates for most projects range from 10-30%. Proposals get rejected more often than not. However, you should be aware that funding rates for resubmitted proposals can be significantly higher – even as much as 50%. Consequently, if you have been rejected on your first submission, you'll definitely want to consider resubmitting for the next deadline.

The first thing you'll need to do is take a close look at the reviewers' comments and evaluate what problems can be easily fixed and which may require more effort. Here are some typical categories of problems:

- Failure to follow the guidelines – did you use the correct forms? Are the sections in the correct order? Did you exceed the page limits?
- Typos, omissions, inconsistencies, and other general errors – is your document riddled with spelling and grammatical errors? Have you included all of the required information? Have you paid attention to the details?
- Insufficient detail and lack of clarity – do the reviewers understand your project plans and objectives? Maybe your writing is not clear.
- Concerns about feasibility, resources, and qualifications – maybe you need to reduce the scope of your project, or add a more experienced collaborator to the project team.

- Project is vague, uninteresting, or unimportant – these are serious concerns and you may want to consider either a major rewrite (check that literature review!) or possibly taking a new direction altogether.

If you do decide to rewrite and resubmit your proposal, make sure to address all of the reviewers' comments and concerns in the new version.

If you decide that it's not worth the effort to resubmit your original proposal, what do you do now? Well, it's basically back to the drawing board. However, keep in mind that you've had a valuable learning experience in developing a proposal and are better prepared for next time.

There are several things you can do to improve your chances of being funded:

- Conduct further preliminary studies and activities – apply for an innovation grant to do a pilot version of your project.
- Keep up with the current literature – what are the new developments in your areas of interest?
- Talk to the sponsors about your ideas and find out if there is a receptive audience for them.
- Volunteer to be a proposal reviewer – get first hand experience with the process.
- Explore other funding opportunities and experiences. Consider applying for summer residencies or fellowships. Volunteer to serve as a consultant or subcontractor on a colleague's project. Continue to add to your list of qualifications!
- Explore activities that can improve your future funding chances

Work hard, and keep trying!

Appendix 1

Proposal Preparation Checklists**Pre-Award Checklist #1
Proposal Preparation and Submission**

	Yes	No
The guidelines from the targeted funder have been received.		
The necessary research on the funder has been completed.		
The Preliminary Approval Form has been completed and appropriate signatures have been obtained. File with Director of Grants.		
Research to support your problem statement has been completed.		
Research to support your proposed methodology has been completed.		
Biographical sketches of key personnel have been written.		
Appropriate letters of support have been acquired.		
Partnership arrangements have been made and documentation of involvement of partners has been acquired.		
Supplementary documentation required by the funder has been obtained (tax status letter, annual report, annual budget summary, etc.).		
The budget for the entire project has been developed including the summary figures as well as a complete itemization.		
The fact that all budget items are linked directly to the goals and objectives of the proposed project has been verified independently.		
The budget is sent to Director of Grants for review.		
The appendix is put together.		
A draft of the entire proposal is proofed for grammar, spelling, format, and "look" by at least two people.		
All internal forms have been completed and all signatures obtained.		
A master original of the entire proposal is printed, forms have been integrated into the proposal in appropriate places, and supplementary material included.		
The master original is checked against the grantor's requirements.		
A table of contents is developed and proofed.		
Final package, copy of guidelines, and all forms are submitted to Director of Grants for copying, final signatures, and mailing.		
The cover letter is written and appropriate signature(s) obtained.		

Appendix 2 Helpful Definitions

Federal Funding

1. 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.
2. RFP (Request for Proposal): Agency requests proposals from individuals or institutions to perform a specific task. The resulting award is in contract form. RFP's are published in the Commerce Business Daily (CBD).
3. Regulations: Requirements for the operation of a program, published in the Federal Register (FR).
 - a. Proposed regulations: Comments from interested parties are requested before regulations are finalized.
 - b. Final regulations: Review of the comments received are included with the final, legal requirements for the program's operation.
4. 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.
5. 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 FR in place of guidelines.
6. Discretionary funds or programs: Programs or parts of programs whose funds are awarded from the national office based on priorities established in that office
7. Continuation grant: Money awarded for the continuation of a previously funded project. Continued funding is usually contingent upon successful performance in the previous year.
8. Principal Investigator (PI): The individual responsible for carrying out the terms of an award.
9. Preliminary proposal: A short statement of a project idea that includes objectives, methodology, justification, estimated budget, time frame, personnel needs, vita for principal investigator. Sometimes referred to as concept paper or prospectus.

10. Formal or full proposal: A more detailed version of the preliminary proposal that includes a final budget and review of the relevant literature.
11. 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.
12. Unsolicited proposal: A research or development proposal made to the government by an organization or individual that is not in response to a program announcement or request for a proposal.
13. Solicited proposal: A proposal submitted to an agency in response to an RFP or a program announcement that outlines specific guidelines or criteria.
14. Matching funds: A percentage of the project costs that must be supplied by the grantee in order to receive agency funding. In the case of a federal grant, the matching funds must usually come from non-federal sources. An institution often tries to obtain matching funds from an outside organization, such as a foundation; however, it may use its own funds for this purpose.
15. Cost sharing: Financial contribution by an institution to a project supported primarily by a grant or project.
16. Direct costs: Those costs that can be identified specifically with a particular research project, an instructional program, or any other institutional activity. Typical direct costs chargeable to a contract/grant agreement are the compensation of employees for performance or work under the contract/grant, including related staff benefit and pension plan costs, costs of materials used for the project or activity, and other items of expense incurred for the contract/grant (travel, equipment, use of computer time, etc.).
17. 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, 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. (Formerly known as Indirect Costs.)

18. FTE (full-time equivalent) enrollment: The equivalent number of students enrolled on a full-time basis, determined by dividing the total number of credit hours for which all students are enrolled by the average number of credit hours in a full-time load.
19. Fiscal Year (FY): The year from October 1 to September 30 on which the Federal budget operates.

Legislative

1. Authorization: Legislation that gives an agency or program the authority to operate for a specific amount of time. Describes the intent of the program, often establishes program priorities, and indicates who is eligible to receive the benefits of the program. In addition, it establishes maximum funding levels. Before a program can operate, however, it must receive an appropriation from Congress.
2. Appropriation: Legislation that indicates the actual amount of funds granted by law to an agency or program in a given fiscal year. This amount may not exceed the authorized level, but may be the same or less (is usually less).
3. Continuing Resolution: Legislation that extends an authorization or appropriation for a given amount of time beyond the expiration date of the original legislation. It is most often used to allow an agency to continue operating in a new fiscal year at the budget level of the previous year until the Congress votes a new appropriation.
4. Deferral: A request by the President that appropriated funds not be spent for a specified period of time. It is in effect (i.e., the funds are not spent) until either the House or the Senate adopts a resolution disapproving the request. The deferral may not go beyond the end of a fiscal year.
5. Extension: Legislation that allows an agency to continue operating for a given amount of time after its authorizing legislation has expired.