Introduction

Welcome to the Landmark College Office of Grants and Sponsored Projects (OGSP) Grants Administration Manual. This manual includes the Landmark College procedures, policies, and guidelines for administering grant awards in compliance with funder requirements. This manual is updated semi-annually and is given to all principal investigators and project directors upon receipt of a grant award. Any questions concerning the content of this manual should be directed to the Director of Grants and Sponsored Projects.
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Acknowledgements on Grant Materials

Summary
Materials produced with sponsored program funding often need to include an acknowledgement that identifies the source of funding and a disclaimer that the work produced is the sole opinion of the author(s). In order to facilitate compliance with funder regulations regarding acknowledgements and disclaimers on federally-funded materials, OGSP will maintain a reference sheet detailing the funder requirements for each federally sponsored program at Landmark College. It is the PI’s responsibility to ensure that materials produced using federal funds include the appropriate acknowledgement statements/language as outlined on the OGSP reference sheet. The guidelines include materials produced after grant closeout. Examples of materials covered by these guidelines include:
- Publications including web-based materials or videos
- Scientific articles or papers
- Public announcements or media interviews regarding federally funded activities.

Requirements of Sponsors of Landmark College Programs
National Science Foundation (NSF)
The grantee is responsible for assuring that the cognizant NSF Program Officer is provided access to, either electronically or in paper form, a copy of every publication of material based on or developed under the award, clearly labeled with the award number and other appropriate identifying information, promptly after publication. Any publication (including World Wide Web pages) of any material based on or developed under NSF funding (except articles or papers appearing in scientific, technical or professional journals) should include the following statement:
- This material is based upon work supported by the National Science Foundation under Grant No. (insert award #). Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.

Scientific articles or papers appearing in scientific, technical or professional journals should include the following acknowledgement statement (the disclaimer statement is not required here):
- This material is based upon work supported by the National Science Foundation under Grant No. (insert award #).

NSF support also must be orally acknowledged during all news media interviews, including popular media such as radio, television and news magazines.

U.S. Dept of Education (ED)
Any publication that contains project materials (including web based materials) should contain the following statements:
- The contents of this (insert type of publication) were developed under a grant from the Department of Education. However, those contents do not necessarily represent the policy of the Department of Education, and you should not assume endorsement by the federal government.

Statements, press releases, requests for proposals, bid solicitations, and other documents describing projects or programs funded in whole or in part with federal money shall clearly state:
- the percentage of the total costs of the program or project which will be financed with federal money.
• the dollar amount of federal funds for the project or program
• percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.
Cash Management for Sponsored Programs

Summary
This procedure establishes the requirements and procedures for effective cash management of funds received from the federal government for sponsored programs. Landmark College is eligible to receive payments of federal grant funds on an advance basis through the funding agencies’ electronic payment systems (herein referred to as “drawdown”) and is Landmark College’s preferred payment method.

Schedule for Drawdown of Funds
Drawdowns will be made as close as possible to the actual expenditure of funds and in general, drawdowns will occur on a monthly basis to cover expenses processed in the previous month. Grant-related expenses are maintained and tracked by the Grants Administrator on a grant expense register which is reconciled to the Landmark College financial system prior to preparation of the drawdown request. Each sponsored project at Landmark College has a separate grant expense register maintained by the Grants Administrator.

Procedure for Drawdown
A drawdown request for each grant is prepared by the Grants Administrator, reviewed and approved by the Director of OGSP, and submitted to the Landmark College Controller for payment processing. Each drawdown request includes the following documentation:

- OGSP grant expense spreadsheet showing the amount to be drawn down per budget line item as well as cumulative expenses and balance remaining for the current program year
- OGSP monthly expense register showing expense detail
- Copies of supporting documentation for each expense
- Time and effort reports to substantiate personnel expenses.

Cash Depository
Funds are directly deposited into Landmark College’s bank account. On the day of deposit funds for sponsored programs are transferred to a Landmark College operating account. This account is interest-bearing and FDIC insured.

Accounting for Federal Funds
A program-specific set of general ledger accounts exists for each grant, distinguished by a unique three digit department code. This includes expense accounts corresponding to the line items of the grant program budget and a revenue account for recording receipt of federal funds. When funds are electronically deposited into the Landmark College bank account, the accounting office credits the revenue account specific to the grant program for which funds were drawn.

Fiscal Monitoring
The Controller posts monthly financial reports to the Landmark College accounting system for all College cost centers. Therefore, financial reports for all grants are made available to OGSP on a monthly basis. These reports include the grant budget as well as expenses and balance remaining for each line item and show expense detail for the month as well as total expenses to date. The Grants Administrator provides a budget monitoring report to the PI/PM on a quarterly basis or more frequently where spending trends indicate a need for more frequent updates. The Grants Administrator also monitors budget versus actual expenditures on an ongoing basis as expenses are submitted for approval and communicates with the PI/PM as needed.
Prior to submitting the drawdown requests, the Grants Administrator does a reconciliation of the grant expense registers against the financial reports and works with the Controller to address any discrepancies. The Grants Administrator also conducts a quarterly reconciliation of the revenue account activity to the funding agency records. If a significant discrepancy is discovered, or if there are any problems resolving discrepancies, this will be brought to the attention of the Director of OGSP and the Controller.

**Interest**

Per 2 CFR Part 215, Landmark College is allowed to retain up to $250 in interest to cover administrative expenses. Due to the practice of drawing down funds based on expenses which have already been processed, the majority of federal funds received are for reimbursement to Landmark College effective immediately upon receipt. While some funds may be held in the bank account until checks clear or a payment voucher is processed, the amounts are sufficiently small that the account would not be expected to earn interest in excess of $250 on federal cash balances. In the event that a federally-sponsored program’s depository account is anticipated to earn annual interest in excess of $250, a separate interest bearing account will be established for these funds so that interest can be tracked separately. Interest in excess of $250 on federal cash balances will be returned to the funding agency according to the designated method in the grant agreement.

**Program Income**

Program income for federally-sponsored projects will be handled on a case-by-case basis according to the terms of the grant agreement. In general, program income will be applied to sponsored programs in one of three ways: 1) additive: it will be used to increase the program budget; 2) deductive: it will reduce the sponsor’s share of the program budget; or 3) it will be counted as cost share or matching funds. Regardless of which method is applied, the Grants Administrator will track program income on the grant expense register. Program income will be deposited to the Landmark College bank account and credited to a grant specific program income revenue account in the general ledger.

If the additive method is applied, an associated expense account will be set up in the general ledger with a budget equal to the amount of program income earned. The program income will be recorded on the grant expense register as a non-federal share of the program budget increasing the total grant budget. If the deductive method is applied, the program budget in the College’s financial system will remain unchanged. The amount of the program income will be subtracted from the federal share of the program budget on the grant expense register and shown as non-federal share. This amount will also be subtracted from the drawdown request for the month that it is received. If program income is to be applied to cost share or match, the revenue account will be set up as an unrestricted account. Associated unrestricted expense accounts will also be set up in the general ledger. Program income and associated expenses will be recorded on the grant cost share register. Due to the nature of Landmark College program activities, there may be an occasional incidence of program income that is sufficiently small or so infrequent that it does not justify the creation of a separate general ledger account for tracking. In this case a file memo will be prepared documenting the source and amount of income as well as the specific application toward expenses or return to the funder.

**Other Cost Credits**

Purchase discounts, rebates, allowances, credits resulting from overhead rate adjustments and other credits relating to any allowable cost received by or accruing to Landmark College shall be credited against federal grant costs if the grant has not been financially closed out. A grant is financially closed out when the final net
disbursements have been reported to the funding agency. Credits of $300 or more shall be credited against federal grant costs even if the grant has been closed out.

Payments to Subrecipients
Cash advances made to subrecipients shall conform to the same standards of timing and amount as apply to advances by the funder to Landmark, including the furnishing of reports of cash disbursements and balances. Payments to subrecipients require review and approval of the subrecipient financial report and funds request by the PI/PM, or by the Grants Administrator if so delegated.

Safeguarding Funds
In no case will federally furnished funds be commingled with the personal funds of, or be used for personal purposes by, any officer, employee, or agent of Landmark College; nor will any of these funds be deposited in personal bank accounts for disbursement by personal check.

Erroneous Payments
Advances or reimbursements made in error will be refunded to the funding agency if the erroneous payment creates an excess cash on hand condition. Excess funds will be promptly refunded according to the procedure specified by the funder. The only exception to the requirement for prompt refunding is when the funds involved will be disbursed within 30 calendar days. This exception for prompt refunding should not be construed as approval to maintain excessive funds on hand.
Certifications and Signature Authority for Grant Awards

Summary
The Executive Vice President has designated the Director of OGSP as the authorized organizational representative on all grant awards made to Landmark College. The Director of OGSP has the authority to bind Landmark College to the terms and conditions set forth by the funder. By signing these awards, the Director is certifying that Landmark College is in compliance with all of the terms and conditions of the award and has all the necessary policies in place as required by the funder. These policies include but are not limited to drug free workplace, lobbying, and equal opportunity employment policies. Authorized signers on behalf of Landmark College also include the: President; Executive Vice President; and Vice President for Research.
Closeout of Sponsored Programs

Summary
This procedure establishes the requirements of and includes the procedures for monitoring final activities and expenditures and implementing the closeout of a sponsored program. This procedure applies to all sponsored programs administered by the Office of Grants and Sponsored Projects (OGSP).

Planning
Three months prior to a sponsored program’s end date, the Grants Administrator will prepare and disseminate to project staff a Closeout Checklist (checklist). The checklist will be prepared using a standard template which is edited to reflect any particular conditions of the award to be closed. The checklist will include funder due date (if applicable), planned completion date, and assigned responsibility for tasks. The Grants Administrator will communicate with the Principal Investigator (PI) as needed to determine the status of and discuss steps needed to ensure timely completion for each closeout item. Closeout items may include:

- Subawards
- Consultant or Independent Contractor Agreements
- Program travel
- Closing events
- Final publications
- Equipment disposition
- Project-specific deliverables
- Budget reconciliation

Monitoring
The PI is responsible for monitoring final program activities and deliverables as outlined on the checklist. If it appears that there will be significant changes to the plan, the PI will notify the Grants Administrator. The Grants Administrator will determine whether the revised plan is within the necessary timeframes for a successful close in compliance with the terms of the funder and will update and redistribute the checklist. If it is determined that any program obligations may not be met by the end date of the award, the PI will communicate this to the Grants Administrator to identify what steps need to be taken to make it possible to meet the obligations or communicate with the funder as needed. The PI is responsible for insuring that final expenditures do not exceed remaining funds and are reasonable and allocable to the award. It is not allowable to spend down funds on items or activities that are not consistent with the scope of work and the terms of the award. It is the responsibility of the PI to insure that match or cost share obligations are met. At least three months prior to the program end date, the Grants Administrator will meet with the PI to review the budget and actual expenditures as well as final spending plans relative to the remaining balance of program funds. If there are any expenditures that will not be covered by program funds it is the responsibility of the PI to obtain approval to charge these expenses to their departmental budget. Any expenses incurred after the grant end date will be charged to the departmental budget. The Grants Administrator will also review any cost share or match requirements with the PI to insure that all requirements are being met. If there are any shortfalls in cost share the PI will prepare a plan for fully meeting any cost share requirements prior to the end date of the program. The Grants Administrator is responsible for monitoring the administrative activities in accordance with the plan outlined in the checklist. The Grants Administrator will follow up with other staff as needed to insure timely completion of each item. If it appears that there will be significant changes to the plan the Grants Administrator will take steps...
to insure that the revised plan is within the necessary timeframes for a successful close in compliance with the terms of the funder.

**Equipment Disposition**
If equipment has been purchased with grant funds, three months before the end date of the agreement the Grants Administrator will review the funder’s terms regarding disposition of equipment and discuss necessary steps with the PI if any actions are needed.

**Interest on Grant Funds**
The Grants Administrator will review the funder’s terms regarding interest and take any necessary steps to effect the return of funds if required. Interest amounts up to $250 per year may be retained by the institution for administrative expenses. Due to Landmark College’s practice regarding drawdown of funds, in most cases any interest earned is well below the $250 threshold.

**Residual Inventory of Unused Supplies**
On Federally-funded grants there is a requirement to reimburse the government for any inventory of unused grant funded supplies which exceeds $5,000 at the time of termination of the agreement. It is the responsibility of the Grants Administrator to identify whether this condition exists and work with the PI to value the residual inventory. The Grants Administrator will then arrange for reimbursement to the funder as needed.

**Subrecipient Closeout**
The Grants Administrator will assist the PI with a closeout letter to be signed by each subrecipient upon receipt of final deliverables and prior to final payment being issued to the subrecipient.

**Receivables Reconciliation**
The Grants Administrator will do a final reconciliation of expense and receivable accounts and arrange with the Controller to do a final drawdown of funds or return any excess funds to the funder as needed in accordance with the terms of the agreement. At this time the Grants Administrator will arrange with the Controller to close the grant accounts in the College’s accounting system to avoid any future postings.

**Reporting**

*Program Reports*
The PI is responsible for insuring that all required activity or program reports and other program deliverables are prepared and delivered to the funder according to the terms of the agreement. It should be noted that the funder may require final reporting to be presented in a funder-specific format. The Grants Administrator will assist the PI in determining the requirements for final reporting. If any financial figures are required within the program report, including such things as personnel effort, cost share, or program income, these must be provided by the Grants Administrator. The PI is responsible for alerting the Grants Administrator that these will be required with sufficient lead time for preparation of such data. The Grants Administrator will provide the figures to the PI for inclusion in the report.

*Materials Submissions*
In some cases funders require that publications and other deliverables be delivered to specified addresses at the close of a program. The PI is responsible for insuring that this is done in a timely manner. The Grants Administrator can assist the PI in determining the requirements for materials submissions.
Subrecipient Reports
The PI is responsible for insuring that subrecipients are prepared to deliver all reports and deliverables on schedule, and for working with the subrecipient to resolve any problems that could interfere with timely delivery. Copies of all final deliverables including subrecipient final reports will be delivered to the Grants Administrator for the program closeout file. Large files can be provided electronically provided fully executed signature pages (if any) are scanned and included with the file.

Financial Reports
The funder may require a special format for final financial reporting and may specify that this report be sent to addressees that differ from periodic financial reports. The Grants Administrator will determine the requirements for final financial reporting and communicate with the Controller to insure that he/she is aware of the requirements as well as the reporting deadlines. The Grants Administrator and the Controller will work together after the program end date to insure that all final financial transactions are captured in the final financial report. The Grants Administrator will be responsible for working with the Controller to ensure that final cost share and program income figures are up to date if required in the final financial reporting. A copy of the final financial report will be delivered to the Grants Administrator for the program closeout file.

Funder Closeout Forms
In some cases the funder will provide a closeout form to be completed by the grantee. If this form or any other closeout information request from the funder is delivered to program staff it should be forwarded to the OGSP. The Grants Administrator is responsible for completion of any closeout forms provided by the funder.

File Organization
At the close of the program the Grants Administrator will work with the PI to arrange for all program files to be organized into three categories:

1. Program History
These documents may include dissemination materials such as manuals, guides, and brochures, as well as copies of the original proposal.

2. Closeout File
A hardcopy file will be created and will contain the following items: grant award notice; grant agreement and approved budget; amendments and approved budget revisions; detail trial balance reports; final budget and actual expenditures report; final financial report; final program performance report; key correspondence with program officer; and closeout letter from funder.

3. Archive Files
All OGSP financial records not included in the closeout file will be kept in the archive file. These items include: expense documentation; procurement documents; effort reports; budget reconciliations and requests for cost transfers; drawdown and salary allocation worksheets; and subaward files.

Electronic files should be divided into the same three categories. Copies of files to be kept for program history should be placed in a location to be determined by the PI. Closeout file items should be placed in a closeout folder created by the Grants Administrator and archive files will be placed in an archive folder maintained by OGSP pending destruction.
Record Retention

Federally funded programs
The closeout file will be identified by funder name, award number, and program name and placed in a closed program storage area for future reference. The archived files for a closed award will be kept together identified by funder name, award number, and program name and kept in an archive storage area for a period of three years from the submission of the final reports provided there are no pending audit or litigation issues. If any litigation, claim, or audit is started before the expiration of the three-year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved and final action taken. Records for real property and equipment acquired with federal funds shall be retained for three years after final disposition.

All other funders
The closeout file will be identified by funder name, award number, and program name and placed in a closed program file for future reference. The archive files will be kept together identified by funder name, award number, and program name and kept in an archive storage area for a period of seven years from the submission of the final reports or for the period stipulated by the funder in the terms of the award provided there are no pending audit or litigation issues. If any litigation, claim, or audit is started before the expiration of the seven-year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved and final action taken.

Record Destruction
The Grants Administrator will maintain an archive list identifying the end date and destruct date for all archived program files. Once the destruct date has passed, the Grants Administrator will be responsible for arranging destruction of files in a manner that ensures confidentiality of program information. In most cases, files will be destroyed by using a secure electronic file shredder. If an outside vendor is to be used, their policies and procedures for maintaining confidentiality must be reviewed and found to be adequate before records are delivered for destruction.
Cost Share

Definition
Cost share is the portion of the total project cost of a sponsored agreement that is contributed by the grantee and/or other non-federal sources and not reimbursed by the sponsor. Mandatory cost sharing is that which is required by the sponsor as a condition of obtaining an award. The requirement for such cost participation is set forth in project announcements or guidelines issued by the sponsor. Voluntary committed cost sharing is any commitment by the College to participate in the cost of a project that is not required by the sponsor but which is included voluntarily in the College's proposal to the sponsor. All contributions, including cash and third party in-kind, must meet all of the following criteria to be included as part of the recipient’s cost share or match. The contributions must be:

- verifiable from the recipient’s records
- not included as contributions for any other federally-funded project or program
- necessary and reasonable for proper and efficient accomplishment of project or program objectives
- allowable under the applicable cost principles
- not paid by the federal government under another award, except where authorized by federal statute to be used for cost sharing or matching
- provided for in the approved budget when required by the federal awarding agency
- in conformance with the provisions contained in 2 CFR 215.23.

Commitment to Cost Share
When a proposal includes cost sharing, the cost share must be approved by the Director of OGSP prior to submission. The PI is responsible for obtaining OGSP approval. Once an award is issued, all cost share included in the proposal becomes a commitment which must be met regardless of whether it was mandatory or voluntary.

Documentation
At the start of a new program the Grants Administrator will review the cost share component of the budget and set up the necessary accounting and tracking mechanisms to insure that all cost share is readily identifiable and verifiable relative to the program. The Grants Administrator will meet with the PI/PM as needed to ensure that there is a plan in place for meeting cost share commitments and to review the documentation requirements for each type of cost share included in the program budget. When staff effort is to be contributed by the college as program cost share, the level of effort to be cost shared will be recorded on monthly effort reports. Please see the “Time and Effort Reporting” section of this manual for a detailed description of this procedure. When cost sharing is required from a subrecipient, it should be included in the subaward budget and be reported on subrecipient financial reports and invoices. The Grants Administrator is responsible for providing guidance to subrecipient administrators regarding cost share valuation and documentation as needed.
Cost Transfers

Summary
This guideline and procedure ensures that costs transfers are charged appropriately, comply with cost allowability and allocability requirements of 2CFR Part 220, and establishes procedures which explain and justify transfers of charges onto federal awards from other federal, non-federal or College accounts.

Definition
A cost transfer is an expense that is transferred from one account to another after the expense was initially recorded in the financial accounting system.

Standard Monthly Cost Transfers (Credit Cards)
The total amount of Landmark College monthly credit card bills for each authorized credit card holder is booked to the departmental account at the time the statement is processed for payment. Individual charges are then transferred to the appropriate expense accounts according to information provided by the credit card holder on the Credit Card Approval Form. This transfer of costs generally takes place within 30 days of receipt of the credit card statement. To provide additional oversight of credit card cost transfers to sponsored programs, the Grants Administrator reviews the Credit Card Approval forms and all associated receipts to ensure accuracy, allowability, and allocability before processing by the finance office.

Sponsored Program Salary Allocations
Staff salaries are charged to each staff person’s departmental account at the time payroll is processed for payment. On a monthly basis staff salary charges are transferred to sponsored programs based on information provided by the effort reporting system. Please see the “Salary Allocations” section of this manual for a detailed description of this procedure.

Corrective Entries
Transfers of costs are occasionally necessary to correct bookkeeping or clerical errors in the original charges or when there is an error in determination of which budget is meant to cover a particular cost. Infrequent corrections of this nature are to be considered a normal course of business. In the event that a regular pattern of cost corrections is discovered, the OGSP Director will meet with program and/or finance office staff to address the problem. On a monthly basis the OGSP Grants Administrator will review the financial reports generated by the Landmark College accounting system for each of the sponsored programs and will promptly arrange with the Finance office for transfer of any costs that have been incorrectly recorded. Additionally, the PI or their delegate will, during their review of the financial status of their sponsored project accounts, promptly bring to the attention of the Grants Administrator any costs that appear to be incorrectly recorded. When the need for a correcting cost transfer to a sponsored project account arises, the Cost Transfer Request form must be completed. The explanation for the cost transfer must be clearly stated and must be sufficient for an independent reviewer (i.e., an auditor) to understand the transfer and conclude that it is appropriate. Copies of the original expense documentation must be attached to the Cost Transfer Request Form (see appendix), including copies of receipts and backup documentation showing the account number to which the expense was originally charged. All cost transfers to sponsored programs must be authorized by the PI or his/her delegate and the Grants Administrator. Cost transfers should be processed within 30 days of discovery. If a transfer is requested more than 90 days following the original expense transaction, an explanation for the delay in the timing of the request must be provided on the Cost Transfer Request form.
Allocation of Shared Costs
In some situations a cost may be shared by two or more programs (e.g., travel to an event for the purpose of dissemination of information for two or more programs). Any shared costs should be pro-rated among the applicable accounts at the time the costs are incurred to the maximum extent possible. However, if the situation requires that this be done after the original expense is booked, the allocated costs should be transferred within 30 days of the original cost using the same procedure as “Correcting Entries” above.

Cost transfers between Sponsored Programs
In some cases there may be a continuation award for an existing sponsored program which is funded under a separate award agreement. The Grants Administrator will inform all program staff of the spending plan and how costs should be allocated between the two awards. However, in this case, there may be rare instances when expenses could be legitimately transferred from one award to the other. This should occur only after determination by the PI and the Grants Administrator that the costs are allowable and allocable to the award to which they will be transferred, and that the transfer is justified. If a cost transfer in this case is determined to be allowable, a memo of justification prepared by the PI should be attached to the Cost Transfer Request form.

Unallowable Cost Transfers
Cost transfers that are made for the sole purpose of spending down sponsored project funds or as a matter of convenience are not allowed. Charging costs to one sponsored project with the intention of repaying that sponsored project when an award is received is not allowed. In this case charges should be made to a Landmark College account and then transferred to the new award using the Cost Transfer Request form once the award is received and it is determined that the pre-award costs were allowable under that award.

Monitoring of Cost Transfers to Sponsored Programs
Frequent, delayed, or unexplained cost transfers, particularly when they involve projects with cost overruns or unexpended fund balances, raise serious questions about the propriety of the transfers themselves as well as the overall reliability of the College’s accounting system and internal controls. During grants reconciliations or budget monitoring reviews if any concerns are raised regarding the propriety or frequency of transfers to sponsored programs they should be brought to the attention of the PI and OGSP for resolution.
Principal Investigator Roles and Responsibilities

Summary
The titles *Principal Investigator* (PI) and *Project Director* (PD) are used synonymously to designate the faculty or staff member who shall have the overall responsibility for ensuring that an externally funded project is carried out in compliance with the terms, conditions, and policies of both the sponsor and the College, including the monitoring of project expenses and submission of all required narrative and technical reports. Most importantly, PIs are responsible for controlling the academic quality of the activities they supervise. This policy outlines Landmark College’s requirements in regard to: 1) criteria and process for selection as a PI and 2) the responsibilities of PIs.

Criteria and Process for Selection as a Principal Investigator
The Executive Vice President must approve all requests for PI status from individuals seeking to undertake externally funded projects. The College will confer PI status on selected individuals based on a careful review of the applicant's experience, skills, and research or project plans, including: quality and scope of research already undertaken; alignment of candidate’s qualifications and experience to the activities proposed; demonstrated ability to conduct research; and demonstrated ability to manage projects including financial, administrative, and personnel issues.

Responsibilities of Principal Investigators
The role of PI on an externally funded project carries with it significant responsibilities, both academic and fiduciary. Landmark College requires that all externally funded projects support the overall mission of the College and adhere to the College’s financial and administrative policies. PIs must accept overall responsibility for monitoring project activities and expenditures, including:

- adhering to ethical standards for research;
- ensuring a high level of scholarly quality in the activities they supervise;
- supervising grant-supported personnel;
- monitoring subrecipients (subcontractors);
- in conjunction with OGSP, ensuring compliance with the terms, conditions, and policies of Landmark College and sponsor or donor; and
- delivering annual/program reports as required by grant and/or contractual agreements.
Procurement of Federally-Funded Purchases

Summary
The purpose of this policy is to ensure that goods and services purchased with federal funds are obtained in a cost-effective manner and in compliance with federal regulations. This policy applies to PIs and any designees (“buyer”) authorized to initiate purchases on behalf of a federal grant.

Responsibility
The PI is responsible for determining whether a purchase is allowable under the terms of a federal grant award and for ensuring that all purchases are in accordance with this policy. The Grants Administrator is responsible for providing guidance to program staff regarding compliance issues and for final authorization of requests prior to purchase.

Code of Conduct
No employee, officer, or agent shall participate in the selection, award, or administration of a contract supported by sponsored funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. It is understood that in a small rural academic setting there are cases where the most appropriate candidate for the provision of goods or services may be a family member or partner of program staff. In this case a memo of justification should be prepared by the PI or his/her designee and given to the Grants Administrator to be placed in the program file. If a family member or partner of program staff is selected as the best candidate, an unrelated party will be responsible for administering the contract, conducting a review of deliverables, and will sign off on invoices prior to payment.

Cost/Price Analysis
To promote compliance with federal regulations, the College requires buyers to perform some measure of cost/price analysis when making purchases under federal grants. All vendor bids and quotations must be evaluated on the basis of quality of product or services, technical compliance with specifications, ability to deliver in a timely manner, total cost, and the vendor’s acceptance of the College’s terms and conditions. Goods and services valued at less than $2,500 may be purchased without soliciting competitive quotations if the buyer considers the price to be reasonable. For goods and services that are generally available on the market the buyer will make reasonable effort to ensure that the purchase is made from the most economical source. The vendor selection process for goods and services valued at $2,500 or greater must be documented and filed as part of the transaction record.

Sole Source
In a situation where one or more factors make it appropriate to proceed with a sole source procurement, a memo justifying the sole source procurement must be submitted to the Grants Administrator and authorization obtained prior to purchase or contracting. All documentation must be included in the grant file.

Lease/Purchase Analysis
In some cases such as the purchase of equipment or the short term furnishing of an office it may be more economical to consider a lease versus purchase. In these cases an analysis will be made of lease and purchase
alternatives to determine which would be the most economical and practical procurement. If a lease is used, a memo of justification must be included in the grant file.

**Solicitation of Bids**
Solicitations should include the key technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards required. The solicitation requirements should be the same for all bidders.

**Repeat Purchases from Same Vendor**
If a situation calls for repeatedly ordering similar products or services, the person initiating purchase need not bid each purchase, as described above, so long as the vendor is willing to offer the same pricing as was offered for previous purchases. If vendor pricing differs significantly from previous purchases, the requester should rebid the procurement.

**Vendor Selection**
Buyers shall consider the following before making a vendor selection:

- Does the vendor provide the best mix of quality, service and price for the specified need? Federal regulations require that the lowest price have priority, unless quality, service or delivery time takes priority as to need.
- Does the vendor qualify as a small, disadvantaged, minority or women-owned business? Qualifying vendors should be given preference to the extent practical and economically feasible.
- Does the vendor supply products and services that conserve natural resources, are energy efficient and protect the environment? Vendors should be given preference, to the extent practical and economically feasible, for such products.

**Debarment and Suspension**
When any of the conditions listed below are applicable to a procurement action, the purchaser must notify the Grants Administrator. Prior to the procurement, the Grants Administrator will run a check on the vendor or contractor against the Federal debarment and suspension list. The following conditions apply to the debarment and suspension rule:

- the amount of the contract is expected to equal or exceed $25,000.
- the contract, regardless of the amount, requires the consent of an official of a Federal agency.
- the contract is for federally-required audit services.

**Contractor Agreements**
When a vendor or contractor agreement is required, the agreement should be submitted to OGSP for review prior to making any commitments to the vendor/contractor. When procuring services a standard Landmark College agreement template should be used whenever possible. During the review process OGSP staff will determine whether any of the provisions required by 2 CFR 215.48 are applicable and will add these to the agreement as needed.

**Authorization to Purchase**
All procurement must be authorized in advance by the PI/PM and the Grants Administrator. The PI/PM may delegate authority to the Grants Administrator for certain budgeted program expenses in which case only the Grants Administrator authorization will be required. It is the responsibility of the authorized signer to determine that the purchase is allowable relative to the terms and conditions of the award. A Purchase Request Form with
all required documentation (as outlined above) should be submitted to the Grants Administrator for authorization. If PI/PM authorization is required, this can be in the form of a signature on the Purchase Request or an attached written authorization including the item/service to be purchased, the number of items, and the cost. Email correspondence is acceptable for this purpose. Once PI/PM approval is acquired, the Grants Administrator will sign the Purchase Request form and forward to the Business Office for purchase.

**Summary of Bidding and Documentation Requirements**
The level of bidding required and documentation to be submitted with the purchase request is determined by the dollar amount of the purchase. Please see the guidelines in the table below:

<table>
<thead>
<tr>
<th></th>
<th>&lt; $2,500</th>
<th>$2,500 – $20,000</th>
<th>&gt; $20,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal bid process required?</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Acceptable forms of bids</td>
<td>N/A</td>
<td>Verbal, published catalogues, written</td>
<td>Written only</td>
</tr>
<tr>
<td>Minimum number of bids required</td>
<td>N/A</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Written justification for sole source selection without following a bidding process</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Submit bid documentation with the purchase request?</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Complete a Vendor Selection Form?</td>
<td>Not required</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Analyze lease vs. buy options</td>
<td>Not required</td>
<td>Where appropriate</td>
<td>Where appropriate</td>
</tr>
</tbody>
</table>
Program Income

Summary
This guidance establishes the requirements for the management of program income. Program income is income directly generated by a supported activity or earned as a result of a sponsored award. Program income includes, but is not limited to, income from fees for services performed, the use or rental of real or personal property acquired under federally-funded projects, the sale of commodities or items fabricated under an award, license fees and royalties on patents and copyrights, and interest on loans made with award funds. When allowed by the terms of the award, costs associated with the generation of program income (e.g., printing costs of a manual made available for sale) will be deducted from gross income to determine the amount of program income, provided these costs have not been charged to the award.

Program Income Accounting Methods
Program income will be applied to sponsored programs in one of three ways as specified in the terms of the award:

1. Added to federal funds and used to further eligible project or program objectives. In this case, two account numbers will be added to the chart of accounts for the program under which the income is earned.
   a. An unrestricted revenue account for recording receipt of program income
   b. An unrestricted expense account with a budget equal to the amount of program income received to which program expenses will be booked.
   c. The PI and Grants Administrator will decide what expenses will be covered by program income and these will be booked to the program income expense account.

2. Used to finance the non-federal share of the project or program. In this case, two account numbers will be added to the chart of accounts for the program under which the income is earned.
   a. An unrestricted revenue account for recording receipt of program income
   b. An unrestricted expense with a budget equal to the amount of program income received to which program cost share expenses will be booked.
   c. The PI and Grants Administrator will decide what expenses will be covered by program income and these will be booked to the program income expense account.

3. Deducted from the federal share of project costs. In this case a restricted revenue account will be added for the program under which the income is earned.
   a. Program expenses will be booked to the existing program chart of accounts. There will not be a separate expense account specific to expenses covered by program income.
   b. The amount of program income will be entered on the drawdown spreadsheet and subtracted from total program expenses when determining the amount of federal funds to be drawn down.

It is recognized that, due to the nature of Landmark College program activities, there may be an occasional incidence of program income that is sufficiently small or so infrequent that it does not justify the creation of separate general ledger accounts for tracking. In this case a file memo will be prepared documenting the source and amount of income as well as the specific application toward expenses.

Reporting
The Grants Administrator will ensure that program income and expenses covered by program income are properly documented and reported to the funding agency.
Salary Allocations to Sponsored Program Accounts

Summary
This procedure establishes the requirements of and includes the procedures for reporting employee effort on sponsored programs to the Landmark College Finance Department for allocation of salaries and fringe benefits to the appropriate sponsored program accounts. This procedure applies to all effort reports submitted to the Office of Grants and Sponsored Projects (OGSP).

Salary Allocation Form
The Grants Administrator will use the information on the effort reports to prepare a salary allocation form for each sponsored program to which salaries are to be charged. This form will specify the grant account number, employee name, monthly rate, percent effort and total dollar amount to be charged to each sponsored program. If the salary amount to be charged exceeds the amount available in the program budget, the Grants Administrator will make a note of this on the form and will only charge the sponsored program the amount available in the program budget. The remaining salary will be charged to Landmark College. The Grants Administrator will calculate fringe benefits to be allocated to each sponsored program and will include this information on the salary allocation form along with the fringe benefits account(s) to be charged. This report will be signed by the Grants Administrator and submitted to the Controller with the corresponding effort reports attached.

Allocation in Accounting System
The Landmark College Controller will make an entry in the College’s accounting system according to standard accounting practice to credit the account originally charged for each person through the payroll system and debit the sponsored program accounts for the amounts provided on the salary allocation form.
Subrecipient Monitoring

Summary
These guidelines establish the monitoring requirements for subawards made by Landmark College under federally sponsored programs. When Landmark College issues subawards that assign a portion of the program’s scope of work to another organization the College must ensure that the subrecipient uses the award for authorized purposes and that the work outlined in the subaward is completed as specified in the award. The factors to consider in determining the nature and degree of subrecipient monitoring are the complexity of the award, the percentage of the award passed through to the subrecipient, the amount of the award passed through to the subrecipient, past history with this subrecipient, and the extent of the subrecipient’s risk. Examples of other monitoring are an examination of the subrecipient’s audited financial statements, review of administrative procedures, and site visits. The following guidance outlines the minimum requirements for subrecipient monitoring, more extensive monitoring requirements will be determined on a case by case basis by the PI in conjunction with OGSP.

Pre-Award Monitoring
Prior to issuance of a subaward, the Grants Administrator is responsible for verifying whether the subrecipient has had audit findings that could negatively impact the federal award. In addition to reviewing the audit clearinghouse, the Grants Administrator will run a check on the subawardee against the federal debarment and suspension list (https://www.epls.gov/epls/search.do) and will print the result for the subrecipient file. If the subawardee has been debarred or suspended, the subaward will be terminated.

Post-Award Monitoring
The Grants Administrator will verify annually that the subrecipient has met the audit requirements outlined in OMB Circular A-133 and determine whether the subrecipient has had audit findings that could negatively impact the subrecipient’s management of the award. If relevant audit findings are present, the Grants Administrator will determine whether the subrecipient’s audit findings require a review of prior charges to the grant award. The Grants Administrator will promptly notify the OGSP Director for discussion and direction regarding next steps. The Director and Grants Administrator will determine the proper course of action to address the concerns (e.g., implementing additional monitoring mechanisms or requiring reimbursement of costs). It is the responsibility of OGSP to issue a management decision regarding audit findings and corrective action within six months of discovery. In the case where the subrecipient’s audit findings require that the grant be credited, the Grants Administrator will submit a Cost Transfer Request Form to the Controller so that necessary adjustments can be made. If there are no negative audit findings the Grants Administrator will make a copy of the Federal Audit Clearinghouse information for the subrecipient file.

The PI/PM is responsible for monitoring the subrecipient’s program activity and deliverables. The nature and form of monitoring is dependent on a number of factors as discussed above. Some examples of monitoring throughout the award period are regular contact with the subrecipient regarding their progress on the specific statement of work and budget, review of deliverables/reports for accuracy and progress, ensuring that deliverables are received in a timely fashion, reaching out to the subrecipient to address any potential problems, and site visits. The Grants Administrator is responsible for monitoring the status of financial materials such as reporting, request for funds, and other administrative deliverables such as signing of agreements, certifications,
and amendments. The Grants Administrator will follow up with the subrecipient as needed to ensure timely delivery of these materials. All financial reports and invoices will be reviewed by the Grants Administrator for accuracy and inclusion of all required supporting documentation before they are filed or approved for payment.

**Corrective Action**

If any concerns arise about the performance or administration of the subaward by the subrecipient, the PI/PM and the Grants Administrator will meet to assess the level of risk to the program and develop an appropriate corrective action plan. Such a plan may include conference calls with subrecipient staff, the development of a corrective action plan, additional documentation requirements, and site visits. A component of the corrective action plan must include follow-up actions to ensure that the problem has been resolved.
Time and Effort Reporting

Summary
This procedure establishes the requirements of and includes the procedures for recording and reporting employee time and effort in accordance with Office of Management and Budget (OMB) Circular 2 CFR 220 (formerly A-21) “Principles for Determining Costs Applicable to Grants, Contracts, and Other Agreements with Educational Institutions.” This process applies to all staff and faculty of the College whose compensation is charged or is reported as cost share in whole or in part to an externally sponsored project of any type. Effort reports are available from and distributed through the Office of Grants and Sponsored Projects (OGSP).

Documenting Effort
Landmark College has adopted an after-the-fact reporting system to document effort and provide the basis for allocation of salaries. Landmark College effort reports reflect a reasonable estimate of the time spent on each sponsored program, time spent on College-funded activities, and committed cost share (whether mandatory or voluntary committed time). Effort is expressed in percentages of total effort on the Effort Report and the percentages recorded must total 100% of the total hours worked regardless of how many or how few hours an employee works. A tolerance of plus or minus 5% is acceptable when estimating effort. The use of a reasonable estimate is consistent with the guidance provided in OMB circular 2 CFR 220 relating to government funded programs:

“In the use of any methods for apportioning salaries…a precise assessment of factors that contribute to costs is not always feasible, nor is it expected. Reliance, therefore, is placed on estimates in which a degree of tolerance is appropriate.”

The Grants Administrator will prepare a Landmark College Effort Report for each employee whose effort is allocated to one or more sponsored activities. The report will show the employee’s budgeted level of effort for each program. Every employee working on a sponsored project will complete an Effort Report monthly. In instances where an employee’s actual effort deviated from their budgeted level of effort by more than 5%, the employee is required to write in their actual level of effort for that month. Employees who work on sponsored programs on an intermittent basis will use a Landmark College Work Record Form to record their time worked on a sponsored program on a monthly basis. At the end of the month the employee will convert the number of hours worked to a percent effort and will add this percentage to their Effort Report for that month. The Grants Administrator is available to do this conversion if necessary. The Work Record must be attached to the Effort Report when submitted to the Grants Administrator.

Certification of Report
The employee’s signature on the Effort Report certifies that the distribution of effort reported represents a reasonable estimate of the actual work performed during the reporting period. The completed and signed form is sent to OGSP where it is reviewed and processed for salary allocation.

Frequency of Reports
Landmark College Effort Reports are completed monthly and are due to the Grants Administrator no later that the 10th day of the month following the reporting period.

Monitoring
Completed Effort Reports will be kept on file in OGSP. The Grants Administrator will review effort reports on
a quarterly basis to determine if they are consistent with the budgeted effort for each sponsored program. If there is a consistent deviation throughout the quarter the Grants Administrator will review the terms of the sponsored agreement and the associated budget and discuss the effort trend with the employee and the PI or Program Manager as needed. If any follow-up is required in terms of shifting effort or communicating with the funder, the Grants Administrator will ensure that the necessary actions are taken. If an employee anticipates that their effort will consistently deviate from budgeted effort over time, they must bring this to the attention of the Grants Administrator as soon as possible so that the appropriate actions can be taken.
LANDMARK COLLEGE
OFFICE OF GRANTS AND SPONSORED PROJECTS

9/10/08

LANDMARK COLLEGE TRAVEL POLICIES:

GENERAL -
Employees will be reimbursed for all reasonable and necessary expenses while traveling on authorized College business. The College assumes no obligation to reimburse for expenses that are not in compliance with this policy.

The traveler is responsible for complying with the travel policy. This policy cannot anticipate every travel, therefore, employees are expected to use the same degree of judgment as they would if they were traveling on a personal trip. Travel reimbursement should leave the employee in a financially neutral position, neither gaining nor losing.

AIR TRAVEL –
-The normal class of service for all employees will be the equivalent of coach or economy class to all destinations. The College will not pay for first class air travel.
-Airline tickets will be booked at the lowest logical fare.
-Overweight baggage charges or customs duties will be reimbursed only to the extent that they pertain to College goods.
-Expenses incurred in checking, carrying and shipping baggage are reimbursable. If practical, items should be shipped separately by other means.

 Lodging –
-Suites or other more expensive rooms should not be utilized in the normal course of business travel.
-Employees will not be compensated for accommodations when choosing to reside with relatives or friends during business travel.
-When an employee is accompanied on a business trip by a family member, the excess of the double occupancy rate over the single rate is considered a personal expense and will not be reimbursed.

CAR RENTAL –
-It is recommended that travelers use our preferred rental agency Enterprise whenever possible to control costs unless a better rate can be obtained.
-It is recommended that debit cards not be used for car rentals because in the event of an accident, the car rental agency may choose to freeze your debit card account.
-Employees traveling alone or with at least one other person (who is also an employee or customer/vendor) are eligible to rent mid-sized cars. Any exception to this policy must be approved in advance. Travelers are responsible for daily rental costs in excess of the approved car class.
-Travelers should accept optional insurance coverage for business travel with the U.S. Outside of the continental U.S., renters should elect only the Loss (Collision) Damage Waiver (LDW or CDW).
-Travelers should note that Personal Effects Coverage (PEC) is available at their own cost.
-Rental agencies per gallon gasoline charges for refueling are exorbitant. Whenever possible, employees should fill the gas tank before returning the car.
-Pre-paid fuel may be an option if the traveler anticipates having an empty tank at the end of the business trip. Evaluate this option on a case by case basis.
-For short distance travel, public transportation (buses, subways, taxis, hotel shuttles) should be used if the cost would be less than a car rental and the traveler is not inconvenienced.
PERSONAL AUTO –
-Where practical, employees may use personal autos on College business provided they have auto liability insurance in force that satisfies minimum state requirements. Consideration should first be given to the cost and availability of public transportation.
-Reimbursement for the use of personal autos will be at the mileage rates established by the College. Tolls and parking expenses will also be reimbursed.
-Employees will be reimbursed for the mileage traveled in excess of the mileage usually traveled between the employee’s home and work location.
-Any mileage traveled to or from airports in excess of normal commute will be reimbursed.

MEALS -
-Meal expenses are reimbursed only when an employee is in travel status, or for a legitimate business purpose. Each employee, while in travel status, should pay for their own meal and report that cost on their own expense report. An exception can be made if the most senior employee in a group of traveling employees pays the restaurant bill for the group.
-An employee may elect a per diem meal allowance when meal receipts cannot be obtained. This is to be considered an exception to the standard practice of obtaining receipts for all purchases.
The per diem allowances are as follows:
  Breakfast - $ 8.00
  Lunch      - $15.00
  Dinner     - $32.00

When meal charges exceed the per diem amount, the manager approving the expense report should be satisfied that the charges are not excessive.
-Alcoholic beverages are not reimbursable.
-Original charge card receipt or detailed cash register receipts are required for all meal expenditures. The receipt should include the amount, date and name of the establishment. Restaurant tear tabs will not be accepted.
-Expenses not supported by an appropriate receipt may be reduced to the per diem amounts where it can be reasonably shown that an expense has been incurred.
-The following information must be included on employee expense reports as support for all business meal charges:
  1. Name, title and company of all attendees
  2. Name and location of the establishment where the event took place
  3. Amount and date of expense
  4. Specific business topic

NON-REIMBURSABLE EXPENSES –
  Kennel fees
  Personal entertainment
  Hotel room movies
  In-flight movies and refreshments
  Traffic fines
  Personal magazines / books
  Health club fees
Gifts for employees

**GRATUITIES** –
The reasonable costs of gratuities to porters, bellhops and other service personnel will be reimbursed.

**EXPENSE REPORT DOCUMENTATION** –

A. Receipt Requirement
-When traveling, employees should make a practice of requesting receipts for all business related expenses that will be included on the expense report.
-All receipts used to support an expense report must be original receipts. Photo copies will not be accepted (unless the originals are being sent to an organization to be reimbursed to Landmark). Also, in accordance with IRS regulations, “tear-off” receipts from the bottom of restaurant bills will not be accepted.
-No receipt, no reimbursement.

B. Expense Report
-The expense report must be completed in full. This is to include department/account number, route covered and business purpose.
-The appropriate supervisor/manager must approve the expense report.
-The expense report must be submitted no later than two weeks after returning from their business travel. When an employee unreasonably delays the submission of an expense report, a detailed explanation as to the delay and approvals beyond those normally needed will be required.

Accounting will review expense reports for arithmetic accuracy, required documentation and approvals are present, compliance with policy and reasonableness of the amount and business nature. Any exceptions will be documented and returned to the employee for additional information. The fact that this audit is performed does not relieve management of their initial responsibilities in approving expense reports.
REFERENCE MATERIALS
### LANDMARK COLLEGE GRANTS DEVELOPMENT DECISION MATRIX

#### Funding Agency and RFP Title:

<table>
<thead>
<tr>
<th>Bid Factors</th>
<th>Weighted Decision Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Fit with College mission, strategic plan</strong></td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Does not align with the College's mission and plan</td>
<td>Marginally matches the College mission and plan</td>
</tr>
<tr>
<td>Helps fulfill the College mission and plan</td>
<td></td>
</tr>
<tr>
<td>2. <strong>Background Expertise</strong> (in project area)</td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Weak in area or totally new area for College</td>
<td>Average experience in this area</td>
</tr>
<tr>
<td>Strong experience in this area</td>
<td></td>
</tr>
<tr>
<td>3. <strong>Proposed PI(s)</strong></td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Weak in area</td>
<td>Average expertise in area</td>
</tr>
<tr>
<td>Strong in this area</td>
<td></td>
</tr>
<tr>
<td>4. <strong>Team Members</strong> (project staff, partners, subcontractors)</td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Staff, partners, subcontractors dilute/weaken proposal</td>
<td>Staff, partners, subcontractors have no major effect</td>
</tr>
<tr>
<td>Staff, partners, subcontractors strengthen the proposal</td>
<td></td>
</tr>
<tr>
<td>5. <strong>Financial Potential</strong> (ROI)</td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Poor short term, poor long term, likely cost to College</td>
<td>Questionable long term, questionable short term</td>
</tr>
<tr>
<td>Excellent long term and short term, likely to yield a margin</td>
<td></td>
</tr>
<tr>
<td>6. <strong>Preparedness to respond</strong></td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Did not expect RFA, unprepared</td>
<td>Generally up-to-date, no major negatives</td>
</tr>
<tr>
<td>Good favorable advance information, ready to respond</td>
<td></td>
</tr>
<tr>
<td>7. <strong>Competetive Assessment</strong></td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Competition is very strong, odds under 10%</td>
<td>Open competition, odds are 10-50%</td>
</tr>
<tr>
<td>Open competition, odds exceed 50%</td>
<td></td>
</tr>
<tr>
<td>8. <strong>Capability to Respond Effectively</strong></td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Do not have staff time to adequately respond</td>
<td>Stresses staff time, but are able to respond</td>
</tr>
<tr>
<td>Have staff time to develop highly competetive proposal</td>
<td></td>
</tr>
<tr>
<td>9. <strong>Funding agency contact, history, and rapport</strong></td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>College is unknown to this agency</td>
<td>College is known to agency</td>
</tr>
<tr>
<td>College has well developed relationship</td>
<td></td>
</tr>
<tr>
<td>10. <strong>College resources</strong> (space, personnel, cost sharing)</td>
<td><strong>Negative</strong> 1 2 3</td>
</tr>
<tr>
<td>Requires significant investment of college resources</td>
<td>Requires marginal investment of college resources</td>
</tr>
<tr>
<td>Requires minimal investment of college resources</td>
<td></td>
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</table>

#### Estimated Rating

<table>
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<tr>
<th></th>
<th>0</th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
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<tbody>
<tr>
<td><strong>Total Score</strong> (Negative 0-30; Neutral 31-60; Positive 61-100)</td>
<td></td>
<td></td>
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