

# Grants Management Toolkit

A Guide for Managing Externally-funded  
Projects at Delta State University

Delta State University  
Office of Institutional Grants  
Revised July 2014

This toolkit is intended to be a guide for the implementation of grant-funded projects at Delta State University. It is intended to provide guidance and processes and at no time should be considered as policy. In the event that this guide conflicts with university policy, the published university policy will supersede. Grant funds become university funds and therefore, are subject to all university policies and procedures (procurement, travel, personnel, etc). DSU's Grants and Contracts Policy can be found [here](#) and the Restricted Funds Policy can be found [here](#).

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## Notification and Announcement of Award

The Project Director is responsible for the following:

- Ensuring that the award/contract is fully executed prior to implementation of a project.
- Send copy of award letter to the Office of Institutional Grants.
- The director of the Office of Institutional Grants is considered the Authorizing Official. Only designated positions have the authority to enter grant agreements and commit university resources toward an externally-funded project. The President, Vice President of Finance and Administration, Associate Vice President of Finance and Administration, Provost/Vice President for Academic Affairs, and Director of Institutional Grants are formally charged with the responsibility to commit the University on proposal submissions, and acceptance of awards and contracts.
- If the approved budget is different than what was submitted with the application, submit revised budget and revised objectives or scope of work with copy of award letter.
- Contact **Communications and Marketing** in the event that an announcement or press release is warranted.
- Ensure that all requirements are followed regarding acknowledging the funder in all publicity, press releases, publications, etc.
- Ensure that the appropriate Dean, Department Chair, and/or other University official is notified of the award.
- Become familiar with all aspects of the notice of award and terms and conditions of the contract. The project director is responsible for ensuring that all terms and conditions are adhered to.
- **The Principal Investigator or Project Director has primary responsibility for ensuring that all programmatic and fiscal requirements of the grant are met.**

## Establishing a Funding Number

Each grant has a designated or restricted account which only includes those grant funds. These accounts are generally established using a 300 level fund number. This fund number should be used on all Purchase Orders, Purchase Requisitions, Travel Authorizations, or EAF's when expending grant funds. This number is the ONLY way that University Accounting knows to apply expenses to the grant fund.

- The Office of Institutional Grants will ensure that the Finance Office receives a copy of the award and budget.
- The Finance Office will establish a fund number and fund accounts and will email the Project Director and Department Chair the account information. The Project Director will also be given access to Banner Finance so that they can view and monitor their budget throughout the grant period.
- Upon receipt of the account information, the Project Director should contact [Bertha Neal](#) (x4006) to review and discuss the budget information and, specifically, how the DSU budget line items align with the grantor's budget categories.

- In the event that the grant provides tuition, scholarships, or stipends to students, please notify the [Financial Aid Office](#). All student financial support must be routed through this office.
- In the event that postage is included in the grant budget, provide the DSU [Postal Center](#) with the fund number.
- In the event that local or long distance phone charges are included in the grant budget, notify [OIT](#) with the fund number.
- The Project Directors should manage their budget by keeping a worksheet separate and apart from Banner and should utilize Banner
- All external funding awards are to adhere to the approved [Restricted Funds policy](#).

## Matching Funds (Cost-share)

Some funders require that the university commit matching funds or cost-share. It is important to only include the amount that is required by the funder in your grant budget. It is the responsibility of the Project Director to track and provide documentation of matching funds to Bertha Neal in the Finance Office at least annually.

- If match is required by the funder, it is required that the expenses and the fund they are coming from are identified at the time of proposal submission and the appropriate administrative personnel, including the Vice President of Finance and Administration, approves this commitment of university resources.
- Expenses counted as match or cost-share towards one grant cannot be counted as match on another grant.
- It is against federal regulations to match federal dollars with federal dollars. This includes federal dollars that are awarded through a state agency.
- In the event that an employee's salary and fringes are committed as cost-share on a grant, this time and effort must be documented on the Time and Effort Reporting Form.

## Institutional Review Board

All grant-funded projects that include research of human subjects must have a Request for [IRB Clearance Form](#) on file. This includes project evaluation using human participants. This Request must be submitted by the Project Director to the IRB Chair, Dr. Beverly Moon. No research involving human subjects can begin without clearance. Since the majority of grant-funded projects require some form of evaluation involving students, project directors are to submit the Request form upon award notification.

- Submit a copy of the approved request to the Office of Institutional Grants.

## Human Resources

Employing people on a grant at an institution of higher education has many variables. First and foremost, all federal regulations must be adhered to when either faculty or staff are paid out of grant funds. If you have any questions, please direct them to the Office of Institutional Grants and/or Human Resources.

- Please ensure that you have written into the grant budget adequate funds to cover fringes. The university must provide fringe benefits to all full and part time staff including FICA, Social Security, Workman's Compensation, Unemployment Insurance, Health and Life Insurance (full time), and Retirement. This includes all individuals in the state system. For example, if you are employing a K-12 teacher for a short-term summer institute, you must include fringe benefits for them as well.
- For multi-year grants, it is wise to include a 2-3% annual increase each year for salaries, in the event that the university has a cabinet-approved cost of living adjustment.
- All salaries, including increases, must be determined and approved by the department chair, dean, and provost. Compensation is allowable to the extent that the total compensation to an individual employee conforms to the established policies of the university, consistently applied, and provided that the work performed is supported by a Time and Effort Reporting Form or other acceptable means of documentation.
- **Per university policy, only regular, full-time faculty and/or staff (new or existing) may serve as a Principal Investigator or Project Director on a grant and/or contract.**

#### **Existing University Faculty and Staff:**

- All existing DSU faculty/staff should be included in the grant budget under Personnel and NOT contractual, even if you are only engaging them for a specific scope of work or to provide consultation on a project. DSU faculty/staff cannot be paid as "Consultants."
- If you have budgeted for a Consultant and then later decide to utilize DSU faculty or staff, then you must reduce the amount to be paid for the service by the amount needed to cover employee fringe benefits. (Typically 29% of the additional pay)
- If you are engaging an existing DSU faculty or staff member on a grant for a designated period of time, you must develop a Memorandum of Agreement (MOA) which outlines the roles and responsibilities of the faculty/staff in relation to the grant objectives PRIOR to their beginning work on the project. This MOA must be signed by the Employee, Project Director, Chair, Dean, Director of Office of Institutional Grants, and Provost. The Office of Institutional Grants will provide you with a template and guidelines in developing the MOA's. See **Appendix A** for MOA instructions and template.
- If you are engaging someone that is an **Adjunct** Instructor, please check with Human Resources. Adjunct Instructors and other part time staff are limited to working 29 hours per week without health insurance benefits being offered.
- **Non-exempt staff** which is employed by the university full-time must engage in grant activities of which they are being paid outside of their normal 40 hour work week. This can be prior to 8:00 am, during lunch, after 5:00 pm, or on weekends. This time must be budgeted at time and a half of their normal, base wage. An hourly time sheet must be kept and submitted along with the previously agreed upon and executed MOA, and the EAF for payment.
- **Exempt, 12 month staff** cannot be any more than 1.0 FTE for Delta State University. Additional pay from a grant fund can typically only occur if the responsibilities and activities cannot be considered a part of their existing job description and roles and responsibilities.

- Faculty assignment to a grant must follow the [Grants and Contracts policy](#). All pay must be based on the faculty's current rate of pay.

#### **New Hires:**

- In the event that you must hire someone that is not a current employee, post all positions using [PeopleAdmin](#). All Human Resource policies must be followed when advertising and hiring new staff for grant-funded positions.
- Complete and submit to Human Resources an [Employee Action Form](#) for each faculty/staff that will be funded either in full or in part by the grant or contract, indicating a status change of redistribution of funds. For one-time payments, please attach the fully-executed MOA and documentation of time and effort to the EAF form for payment.
- You must notify Human Resources if you are employing someone that is currently employed with a state agency and participates in the Public Employees' Retirement System or the Optional Retirement Plan, or is **retired** from the Public Employees' Retirement System. Contact Human Resources for the form.

#### **Student Workers:**

- All student workers must complete [W-4](#) and [I-9 \(Employee verification\)](#) and state tax forms.
- All forms must be signed and dated the same day.
- Submit forms with two forms of ID to [Samantha Phillips](#) Kent Wyatt 212.
- No one is eligible to begin working until the payroll department has e-verified them, which must be done within three days of signature date.
- Project Director must ensure the org and fund numbers are on the forms submitted to Payroll in order for the grant to pay for the student worker.
- Graduate Assistants can obtain the necessary paperwork through the [Graduate Studies](#) office.

## **Time and Effort Reporting**

Federal regulations require that we have a mechanism in place to document time and effort of faculty and staff that are paid out of a grant funded project or that contribute time as a part of the institution's cost share obligation. This process ensures that a funder is not paying for time not contributed to the grant project. It is important that all project directors track the time and effort for all personnel contributing time and effort to a grant-funded project.

- Used to track time and effort applied towards grant funded projects and to document time designated as 'match, in-kind or cost-share'.
- Project director lists all faculty/staff time and effort applied towards project.
- Faculty/staff initial next to their name.
- Project Director obtains signatures and submits to Bertha Neal to be filed.
- Complete and submit this form quarterly.
- This form can also be submitted to Human Resources for payment for services.

See **Appendix B** for sample Time and Effort Reporting Forms that can be utilized to document time. It is the project director's responsibility to ensure that there is a documentation of time and effort contributed to their grant-funded project.

## Subcontracts/subawards

- In the event that a portion of the grant award will be subawarded or that an outside consultant will be engaged, there must be a document in the form of a contract or subcontract in place **prior** to any work being done. The Office of Institutional Grants can assist the project director with the appropriate funding mechanism and language to use in developing the contract document and can provide templates for subcontract awards. It is the responsibility of the project director to negotiate the terms of the contract.
- Sub awards and contracts will not be permitted with parties that are debarred, suspended or otherwise excluded from or ineligible for participation in Federal assistance programs or activities. A statement from the vendor or service provider that their company, and it's principals have not been debarred, suspended, proposed for debarment, declared ineligible, are not in the process of being disbarred, or are voluntarily excluded from conducting business with a federal department or agency of the federal government must be obtained. The website to see if a vendor is on the government list of debarred vendors, go to [sam.gov](http://sam.gov).
- Subcontracts must be approved by the Director of the Office of Institutional Grants and signed by Steve McClellan, Vice President of Finance and Administration. Per university policy, only the President, Vice President of Finance and Administration, and Provost/Vice President of Academic Affairs are authorized to commit university funds regardless of funding source.
- It is the responsibility of the project director to obtain the signatures of the contracted party.
- The project director is responsible for obtaining a W-9 form for all subcontracts.
- The project director must submit the fully executed agreement to [Bertha Neal](#) in the [Finance Office](#).
- The contractor/consultant should submit invoices to the project director. The project director completes a purchase order and submits the invoice along with the purchase order to the Procurement Office authorizing payment. Attach a copy of the signed contract with each requisition.
- Payment can be made only after work is performed unless otherwise agreed upon.

## Procurement

- Purchases funded by federal grant funds must adhere to regulations found in OMB Circular A-110. Circular A-110 explains administrative requirements for colleges, universities, hospitals, and other non-profit organizations with federally funded grants and agreements. OMB circular A-110 section e\_40-48 identifies required procurement standards. View detailed requirements at [whitehouse.gov](http://whitehouse.gov).

- Some funders have strict guidelines related to the purchasing of food with grant funds. This is generally not an allowable expense. There are often some exceptions which are generally: 1) meals associated with overnight conference or meeting travel; 2) Light refreshments for grant-sponsored workshops or conference participants. Please refer to the funder's guidelines to determine allowable food expenses. At no time is the purchase of alcoholic beverages permitted.
- Funds expended from grant budgets are subject to state procurement law and university policies.
- Submit invoices and travel authorizations to the [Bertha Neal](#) in Grants Accounting. Ensure that the Org and Fund numbers for the grant funds are on the [Purchase Requisition](#).
- Provide the same documentation as required for any university purchase.
- Due to the delay in receiving the monthly statement, all spending on the procurement card must cease 60 days prior to the end of the grant budget period. This allows enough time for all expenses to be processed and posted prior to final financial reporting.

## Equipment Purchases

- Follow DSU procurement guidelines for all equipment purchases. These can be found under [Procurement](#).
- For technology purchases, contact [OIT](#) to obtain bids on computer equipment.
- Submit a purchase requisition with the bid to [Bertha Neal](#) in the [Finance Office](#). This must be approved and signed by the Department Chair, Dean, and Provost.
- Upon receipt of the equipment:
  - Contact [Purchasing](#) for the assignment of an inventory number to the equipment.
  - Write the inventory number on the purchase order that you submitted and which was returned to you with signature approvals.
  - Attach the invoice (that should have come with the equipment) to the purchase order and submit to Bertha Neal in Finance.
  - Bertha Neal will ensure that the invoice gets paid and then submits for reimbursement from the funder.

## Grants Management and Reporting Requirements

- It is the responsibility of the project director to ensure that all project activities as written in the proposal are delivered as stated, goals and objectives are tracked and monitored, and adequate documentation is kept.
- It is the responsibility of the project director to prepare and submit quarterly and/or annual progress reports as required by the funder by the due date requested.
- Submit a copy of the report to the Office of Institutional Grants to be kept in the grant file.
- It is important that the Project Director communicate with the funder's program officer that is assigned to the grant. If there is any variance in the scope of work, objectives, project director, etc, it is important that you notify the program officer. If there are any



questions regarding when it is necessary to get prior approval when there is a deviation from what was submitted in the proposal, please contact the director of the Office of Institutional Grants who can provide guidance in this area.

## Budget Revisions

- It is the responsibility of the project director to stay apprised of the project budget and manage the funds according to the approved budget and the funder guidelines. For federal funds, the University must abide by the Cost Principles for Educational Institutions, also known as [Circular A-21](#).
- Most funders recognize that unanticipated costs and expenses necessitate a budget revision and have a process in place to provide approval for such to occur. The project director should be familiar with the process of the funder for submitting a request for budget revision.
- The Office of Institutional Grants can assist in preparing the request and submitting it. Oftentimes, the funder (such as IHL) requires the request to come from the Office of Institutional Grants.
- All budget revision requests must be approved by the Office of Institutional Grants prior to submitting it to the funder.
- Once approved, the Finance Office must be provided a copy so that the budget can be revised in Banner Finance.

## Continuation Applications

- Continuation applications for funding follow the same approval procedures as initial grant applications. Continuation applications must be submitted to the Office of Institutional Grants along with an [Internal Approval Form](#) and must be approved for submission for subsequent years of funding.

## Grant Close-out

- Within 60 days prior to grant completion, meet with Bertha Neal regarding the final financial report, the spending of remaining funds, and any possible carryover of funds.
- Submit all invoices ASAP to ensure payment before the final financial report is due. Contact OIT, post office, copy center, and facilities management for final charges.
- If grant will be re-funded, change the Post Office slips to indicate the new fund number. In addition, contact telecommunications and the post office to inform them to discontinue use of old fund number and give them the new fund number to begin using.
- Submit a copy of your final progress report to the Office of Institutional Grants for the official grant file.

### Contacts:

#### [Robin Boyles, Director](#)

Office of Institutional Grants  
662-846-4804 office  
662-846-4025 fax

#### [Bertha Neal, Accounting Specialist](#)

Office of Finance and Administration  
662-846-4006 office  
662-846-4049 fax

## **Memorandum of Agreement (MOA) Instructions for Faculty and Staff Assigned to Grant-funded projects**

Project Directors or Principal Investigators on grant funded projects are responsible for ensuring that there is a signed MOA in place for all faculty and staff that are contributing time and effort towards a grant-funded project and receiving additional compensation for their time and effort. The MOA must be fully-executed BEFORE the commencement of activities.

The MOA should consist of the following information:

- 1) Employee name and 900 number
- 2) Effective Date and End Date of the MOA
- 3) Name of the Project and the Funder
- 4) DSU Fund number (generally a 300 level number) that will be charged
- 5) Detailed Scope of Work - responsibilities and expectations of the employee
- 6) Rate of compensation and whether hourly or monthly
- 7) The MOA must be signed by the employee, the grant's project director, and the employee's department chair and dean, the Director of the Office of Institutional Grants, and the Provost.

### **If employee is a non-exempt, 12 month full time employee**

- The MOA must have this statement: "I understand that work performed must occur before 8:00 am, during my lunch hour, or after 5:00 pm on weekdays, or anytime on weekends."
- Non-exempt employees must be paid at time and a half of their normal hourly wage.
- A time sheet must be kept and submitted for payment with an EAF in accordance with the MOA.

### **If employee is an exempt 12 month full time employee**

- An exempt full time 12 month employee can only be paid additional compensation out of a grant fund IF the grant responsibilities are **easily distinguishable** from their existing job responsibilities and they will not be executed during their normal working hours.
- A Time and Effort Reporting Form must be submitted completed and submitted with the EAF form that documents actual time committed to the project.

### **Nine-month Faculty**

- Compensation cannot be more than normal rate of pay and must follow the Grants and Contracts Policy when determining rate of pay.
- A Time and Effort Reporting Form must be completed and submitted to Grants Accounting on at least a quarterly basis, verifying the time and effort contributed to the grant project.

**Memorandum of Agreement**  
**Between**  
**Delta State University**  
**And**  
**(NAME)**

The memorandum of agreement serves to outline the roles and responsibilities in relation to the           (name of project)           project. This project is funded by           (name of funder)           through Grant #           (Grant number on award letter)           for the project period of           (project start date)           to           (project end date)           with the grant funds established in DSU's Fund #   . This memorandum is in accordance with the grant agreement and this position has been designated in the funder-approved grant budget.

          (name of employee)           will be responsible for the following tasks/activities:

- 1.
- 2.
- 3.
- 4.
- 5.

In consideration of this agreement, Delta State University agrees to compensate    in the amount of \$    an           (hour, month)           beginning    and ending   . Fringe benefits are budgeted in the grant separately at a rate of                 %.  
(If not budgeted, then it should state that fringe benefits are to be deducted from the employee pay.)

Employee		Date	Project Director		Date
Department Chair		Date	Dean		Date
Director, Office of Institutional Grants		Date	Provost		Date

**Delta State University  
Time and Effort Reporting Form**

Faculty/Staff Name \_\_\_\_\_ Month/Year \_\_\_\_\_

Department \_\_\_\_\_ Title \_\_\_\_\_

Please list the grant-funded program(s) that time and effort has been devoted during this reporting month:

Title of Grant-funded Program	Program Dept.	Percentage of Time/Effort	In-kind hours towards program	Role/Tasks with program

**Definitions:**

Percentage of Time/Effort:

For release time, use 25% for 3 credit hour release; 50% for 6 credit hour release, etc.

In-kind hours: For time contributed to a grant-funded program but not budgeted in a grant.

Role/Tasks: Title (ie, Project Director, Project Assistance, etc)

For inkind, designate specific tasks such as technical assistance, program oversight, etc

I certify that this distribution of effort represents a reasonable estimate of the time expended during the period covered by this report.

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Head/Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dean

\_\_\_\_\_  
Date

\_\_\_\_\_  
Provost

\_\_\_\_\_  
Date

Upon approval, please submit to Bertha Neal, Finance and Administration.

**Delta State University  
Time and Effort Reporting Form**

Grant Project Name \_\_\_\_\_ Funder \_\_\_\_\_

Project Director \_\_\_\_\_ Department \_\_\_\_\_

Reporting Period \_\_\_\_\_

Please list all faculty/staff that contribute time to this project:

Faculty/Staff Name	Title	Project Role/Function	Percentage of Time/Effort	In-kind hours towards project	Initial

**Definitions:**

Percentage of Time/Effort: For release time, use 25% for 3 credit hour release; 50% - 6 credit hour release, etc.

In-kind hours: For time contributed to a grant-funded program but **not** paid for out of a grant.

Role/Tasks: Title (ie, Project Director, Project Assistance, etc)

For inkind, designate specific tasks such as technical assistance, program oversight, etc

I certify that this distribution of effort represents a reasonable estimate of the time expended during the period covered by this report.

\_\_\_\_\_  
Project Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Head/Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dean

\_\_\_\_\_  
Date

\_\_\_\_\_  
Provost

\_\_\_\_\_  
Date

Please complete quarterly. Upon approval, please submit to Bertha Neal, Finance and Administration.