Do Grants Make an Impact?
The Impact of Grant Funds on Student Success and Learning Outcomes
Resource Development

- **Resource Development Mission:** To assist the College's faculty and staff in the identification, acquisition and management of grants, contracts or other external funding sources for the purpose of increasing student access/success and faculty resources that support the mission of the College.

- **Goal:** To coordinate the College’s resource development activities by providing support and assistance in the development, submission, and management of grants and contracts, and by acting as liaison with current and potential external funding sources.
Determining **Goodness of Fit**

**Environmental Scan**

**Internal Analysis**
- Strengths
- Weaknesses

**External Analysis**
- Opportunities
- Threats
Project Planning

Define the Project
Organizational Needs Analysis, Target Audience Needs Analysis, Project Goals

Plan the Project
Activities, Evaluation Approach, Schedule & Resources

Write the Grant Application

Implement the Project
Need Statement Objectives

- Identify one area of need to be used in developing grant idea
- Learn methods to document need in a grant proposal
- Identify solution or program to address the need
Needs Statement

The problem or need statement describes specific, often negative conditions of a community or a situation.

- Paint a picture of the overall issue. Focus on the global, national, regional, or local scale.

- Describe the problem in terms of the target audience or the community.

- Use statistics or other documentation in defining the problem.

- Refer to the organization's internal needs if the request is for capacity building grants or operating support.

- Establish a clear link between the problem or need presented and the grant maker’s funding priorities.
Needs Questions

• Who is in need? (Target Audience)
• What is the need?
• When is the need evident?
• Why does this need exist? (cause)
• What evidence do you have to support your claim? (data/statistics)
• What will occur if the needs are met? What will be different and how?
Identify the Solution

Four basic steps in problem solving:

1. Define the need/problem.

2. Generate alternatives to solving the need/problem.

3. Evaluate and select alternatives.

4. Implement solutions (The Project)
Key Questions

- Does the solution meet **Target Audience Requirements**?
- Is it aligned to the **Organization** Strategy / Mission and Values
- What **Impact** will this have on the organization **now**?
- What is Potential **Impact** the solution have in the **future**?
- What **Organization Benefit** does the solution bring?
- How much **Time** will it take to implement solution?
- What is the **Urgency** in implementing this solution?
- What **Investment** and resources are required? / How much will the solution **Cost**?
- What is the **Payback** (in years) for this investment?
- What is the **Value** of the solution?

  What **Authority** will be needed to approve the solution?

  How **Complex** is the solution?
A logic model is a planning tool to clarify and graphically display what your project intends to do and what it hopes to accomplish.
## The Logic Model

Helps to outline your project and build an action plan

<table>
<thead>
<tr>
<th><strong>PROCESS</strong></th>
<th><strong>Activities</strong></th>
<th><strong>Outputs</strong></th>
<th><strong>OUTCOMES</strong></th>
<th><strong>Goals</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resources</strong></td>
<td>What do we need to make this program succeed?</td>
<td>What will these activities produce that we can measure?</td>
<td>What changes will result from these activities?</td>
<td>What are the desired long-term impacts of this program?</td>
</tr>
<tr>
<td>Who will be involved?</td>
<td>What do we need to accomplish?</td>
<td>How many participants will be served? Who are they?</td>
<td>What changes in behavior, knowledge, or attitude would you expect to see at the end of the program?</td>
<td>What change do you want to create with this program?</td>
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<tr>
<td>Where will this happen?</td>
<td>What activities occur within each major program component?</td>
<td>How many processes, contacts, events will take place?</td>
<td>How will you collect data to measure these changes?</td>
<td>What does success look like?</td>
</tr>
<tr>
<td>What other partners or collaborators will be needed?</td>
<td>Is the service based on best practices, theory, or principles?</td>
<td>What objectives have we set for this program?</td>
<td></td>
<td>How will individual’s lives be different?</td>
</tr>
<tr>
<td>Who is the target population?</td>
<td></td>
<td>What are the contract performance requirements (if any)? What are the deliverables?</td>
<td></td>
<td>How will the institution and/or community benefit?</td>
</tr>
<tr>
<td>What are the necessary materials, equipment, curricula?</td>
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</table>
Identify necessary elements that are part of a project design

- 1. Identify the Problem
- 2. Identify Criteria and Constraints
- 3. Brainstorm Possible Solutions
- 4. Generate Ideas
- 5. Explore Possibilities
- 6. Select an Approach
- 7. Build a Prototype
- 8. Refine the Design (On-going evaluation)
- (On-going evaluation)
Project Design Components

- Action Plan
- Timeline
- Management Plan
- Sustainability Plan
- Dissemination Plan
- Data Management Plan
- Budget and Budget Justification
- Evaluation Plan
Action Plan

A step-by-step description of what you will do to accomplish each objective you’ve defined in your grant request.

It can make or break your request if you cannot demonstrate to the grantor that you have a strong, workable plan ready to implement.

It is **important** to tie every task/activity to an objective, making sure that you’ve listed all the tasks/activities needed to accomplish each objective.

- Be specific.
- Begin each task with a Higher Order Thinking Skills verb (Bloom’s Taxonomy).

Assign a cost, time line, and responsible person for each task.
The timeline is simply a way for the reader to see the relationship between what needs to happen, when it needs to happen, why it has to happen in a particular sequence.
Management Plan

- Defines how the project will be executed, monitored and controlled. It may be summary or detailed and may be composed of one or more subsidiary management plans and other planning documents.

- The objective of a project management plan is to define the approach to be used by the Project team to deliver the intended project deliverables.
Sustainability Plan (Post–Budget Period)

Ensure that effective innovations developed under the program are sustained after the grant period ends

- Describe plans for securing funding or commitments for future funding (pending successful project outcomes)

- Include options for developing low–cost strategies for integrating effective practices, funded under the grant, into the general operations.
Dissemination Plan

The distribution of information to the public, in any medium or form, such as press releases, journal publications, reports, data files, or web products.

Sample IMLS grant application requirement:

“Wide dissemination of the results of IMLS-funded projects advances the body of knowledge and professional practice regarding museum, library, and information services. For this reason, IMLS encourages creators of works resulting from IMLS funding to share their work whenever possible through forums such as institutional or disciplinary repositories, open-access journals, websites, or other media.”
Data Management Plan

Should describe how the proposal will conform to the requirement for dissemination and sharing of results and may include:

- the types of data, samples, physical collections, software, curriculum materials, and other materials to be produced in the course of the project;

- the standards to be used for data and metadata format and content (where existing standards are absent or deemed inadequate, this should be documented along with any proposed solutions or remedies);

- policies for access and sharing including provisions for appropriate protection of privacy, confidentiality, security, intellectual property, or other rights or requirements;

- policies and provisions for re-use, re-distribution, and the production of derivatives;

- plans for archiving data, samples, and other research products, and for preservation of access to them.
Budget Narrative and Justification –
Overall Grant Budget (Award)

- Personnel
  - AND Fringe
- Travel
- Supplies
- Equipment
- Contractual
- Indirect Costs (water, lights, mortar, internet)
- Matching Funds
  - Personnel is committed a portion to project, but their time on project is paid by College
  - Non-College employees volunteering to serve on advisory board
  - Unclaimed indirect costs
Evaluation and Why Evaluate?

- For the funding agency
  - Accountability
  - Demonstrate success

- For you
  - Improve your project
  - Demonstrate success
  - Communicate to stakeholders
What is the importance of State and Federal dollars?

- Why each panel member has pursued grant funding
- General student, institution Impact, and personal/professional impact
- Why would they recommend faculty/staff to get involved
Uplifting success stories and how various programs benefited those who participated?

- Share a brief synopsis of a grant-funded project’s success story
- Specific benefit it had for students, institution, and career/ personal goals
Insight on how other interested faculty and staff may become involved?

- How they matched a project to a funding source (federal, state, private foundation/institution)
- What the grants development process entails & their responsibility as a P.I. or team member (development and management)
- What is their advice for new PIs?
Budget Narrative & Justification
Office of Resource Development
Learn how to create a budget justification and narrative
The Grant Budget

- Directly translates the methods/management plan into dollars (words into numbers)
- Provides a detailed, accurate estimate of expenses at the time the proposal is submitted (projections, not guesses)
- May include contributions of in-kind or cash match funding provided by the College or third parties
What is the length of your project, i.e. one year, 18 months, multi-year?

Use the project timeline as your guide

If not clear exactly what dates project will start, prepare the budget for a time period only, not for specific months.
Personnel

- Salaries and wages that are directly associated with the program or project
- Includes only those who will be on the College’s payroll (not paid through a contract)
- Administrative support generally not included unless they will play a significant and meaningful role in the project
Fringe Benefits

- Any benefit employees are provided by virtue of their employment at the expense of their employer
- Ex. Social Security, health insurance, worker’s compensation, disability insurance, etc.
- May be based on institutional rate or itemized based on funder requirements
- Amount should be proportionate to percentage allocated to grant
  - Ex. If person is 40% on a grant, then budget 40% of the customary fringe benefit
Travel

- Includes mileage, airline tickets, lodging, ground transportation, parking, registration fees, per diem
- Generally for personnel, though may include travel for students and consultants
- Important to get accurate estimates for all travel needed to prevent “surprises”
Supplies

- College definition: Item valued at less than $1,000 with lifespan less than one year
- Federal threshold is greater (up to $5,000)
- More than just office supplies
- Certain rules apply once program ends, especially if grant is federally funded
Equipment

- Defined by College as item with value greater than $1,000 and lifespan of more than 1 year
- Federal threshold is higher ($5,000 or more)
- In general, use the definition of equipment that is authorized by the granting agency for application purposes
- Equipment is more heavily scrutinized than supplies—make sure it is well justified
- Certain rules apply once program ends, especially if grant is federally funded
Contractual

- Costs of goods and services not provided by employees of the applicant organization
- Includes payments to partner organizations
- In general, would discuss the terms of contract and amount of payment with contractor prior to submitting grant
- May be required to include copy of signed contract with proposal submission
Other

- Costs that cannot easily be placed in another budget category
- Example might include webinar training, or membership fee for a national association
- Look closely at other line items before placing in this category
Indirect Costs

- Administrative overhead costs of the College that cannot be directly allocated to separate projects
  - Ex. Costs of electricity, cleaning of offices, etc.
- College has a negotiated indirect cost rate (29.5%)
- Where possible, should include indirect costs in proposal budget, even if only partially
Matching Funds (Cost Share)

- That part of the budgeted cost of a project that is provided by the College or another third-party entity (individual or organization) other than the funder to support the project.

Examples:
- Personnel is committed a portion to project, but their time on project is paid by College.
- Non-College employees volunteering to serve on advisory board.
- Unclaimed indirect costs.
Budget and Justification

- Budget summary
  - Total costs per expense category

- Budget Justification/Narrative
  - Itemizes cost of expenditures for program
  - Documents basis of these costs (calculations)

- May estimate the time in which costs will be incurred (usually in multi-year budgets)

- Both must match one another & the proposal
Remember...

- Costs should be necessary, reasonable, allocable, and allowable
- May have some room to adjust budget once awarded
- Take the time to do the budget right the first time—amendments are cumbersome and may delay your project
Evaluation
Measure What Matters
Learn important elements to include in creating an evaluation plan

- Learn why evaluations are important to the funder and (more importantly) to you
- Learn the stages and phases of evaluation
- Learn how to use evaluations to promote your project
A refresher: Why we do grants

- To address some need or problem
- To improve something
- To help students to be more successful

Evaluations help you to document this change
Why Evaluate?

- For the funding agency
  - Accountability
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- For you
  - Improve your project
  - Demonstrate success
  - Communicate to stakeholders
Evaluating from the beginning

- Good evaluations start as you forming your project
  - Evaluations often a required proposal component
- Demonstrates a well-conceived, well-planned project
Phases in an evaluation

1. Develop a conceptual model of the program and identify key evaluation points (i.e. complete a logic model)
2. Develop evaluation questions and define measurable outcomes
3. Develop evaluation design (and instruments)
4. Collect data
5. Analyze data
6. Disseminate your findings!
Elements of a strong evaluation

- Centers on measurable objectives
- Includes evaluation questions
- Uses the appropriate methodology
- Pulls from a variety of data sources
- Includes both formative and summative evaluation plans
- Documents the qualifications of the evaluation team
Formative evaluation (a.k.a. process evaluation)

- Assess how well the project is functioning
- Provides feedback for course correction.

Questions:
- Did the activities occur when/where they should?
- How well is the project being implemented?
- Could activities be done more efficiently?
- Is the project reaching the target participants and are those participants satisfied?
Summative evaluations (a.k.a outcomes evaluations)

- Measure outcomes, project effectiveness, and project’s impact on the problem
- Questions:
  - Were the project objectives achieved?
  - Has the target population changed as a result?
  - Were there any unanticipated results? Were they desirable?
  - What were the project’s impacts on the problem?
  - What new knowledge has been generated?
## LOGIC MODEL

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<th>Goal(s)</th>
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**Focus of the formative evaluation**

**Focus of the summative evaluation**
Evaluation design

- Methodological approach
  - Simple or complex?
  - Quantitative, qualitative, or both?
- Evaluation design table
  - Selecting a methodology
When an evaluation is not required...

- In the rare instance that an evaluation is not required, consider the value of an evaluation for your project:
  - Would it help to acquire future funding?
  - Is it important for the sustainability of the project?
  - Do you want to present or publish any of the results?
  - Can you do the evaluation yourself?
How to use your evaluation

- Reporting
  - Evaluation data are critical to reporting to the funding agency
- Dissemination to key stakeholders
  - Identify stakeholders early in your project
  - Format
    - Presenting
    - Publishing
  - Around the College
    - Create a one-page results summary
    - Finding opportunities to present
    - Write a “thank you” to the President’s Cabinet and include results
Grants Management Overview
Objective

Identify the tasks and responsibilities of Grants Management
At grant start-up, Resource Development (RD) and Grants Accounting (GA) assist with:

- Finalizing grant award documents
- Creating cost center(s)
- Scheduling a kick-off meeting to review items necessary for grant implementation
- Providing access to run budget reports
Project Director Responsibilities

- Implement the project as outlined in the proposal—remember, it’s a contract!
- Review and oversee the spending levels for both grant and matching commitments
- Ensure expenditures are properly documented
- Complete required reports
- Serve as primary contact with funder
May have very little lead time from receipt of grant award to hire necessary personnel (if not an existing staff person)

Project Director is responsible for completing the Employee Action Form for existing personnel assigned to grant

Human Resources will assist with processes for hiring new personnel
Three options: Professional services (formerly independent contractors), or vendors

Most problems arise when hiring outside consultants (professional services vs. vendor)

Must be careful to follow College policies and procedures when hiring
As with all other College purchases, contracting for outside goods and/or services on a grant requires compliance with Purchasing policies and procedures.

Important to keep in mind that you may be required to get bids or quotes for your purchase based on the amount of the goods or service.

May affect grant timeline and progress—be prepared.
Effort reporting is the method used to confirm that salaries charged to each sponsored project are reasonable in relation to the work actually performed.

All personnel committed on a grant project are required to complete effort reports documenting their time.

RD will assist the Project Director in monitoring effort commitments.
Problems?

- Delays and challenges are to be expected
- RD can assist with navigating issues related to implementation
- Some programmatic and financial amendments require funder approval—keep RD informed at first sign of trouble
Lastly for Project Directors (PDs) & Principal Investigators (PIs):

- Remember, this ultimately is your project!
- You need to re-identify what is committed on the approved proposal and budget, for this is your blueprint
- Keep Resource Development and Grants Accounting abreast of grant progress and changes
- Most importantly, don’t be afraid to ask questions!