

Office of Foundation and Corporate Relations
Grant Writing and Reporting Policies

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Foundation and Corporate Funding Guidelines and Assistance

The role of the Foundation and Corporate Relations Office (FCRO) is to assist faculty and staff in writing grants, help with reporting when necessary, and ensuring that all regulatory rules and regulations are followed. The Office's role is not to control a project or run a grant funded program. The goal of FCRO is to provide assistance at any level in order to complete a successful grant application.

It is the responsibility of Institutional Advancement to accurately record, report and track all gifts and grants given to Southern New Hampshire University (SNHU). Today's grant competition is rigorous with more colleges and universities vying for the same external dollars. Therefore, it is important for SNHU faculty and staff to coordinate grant competitions with the Foundation Office, and to always inform the Office of all grants being submitted by the University faculty and staff. This is relevant whether the grant submission is for an individual or for the institution.

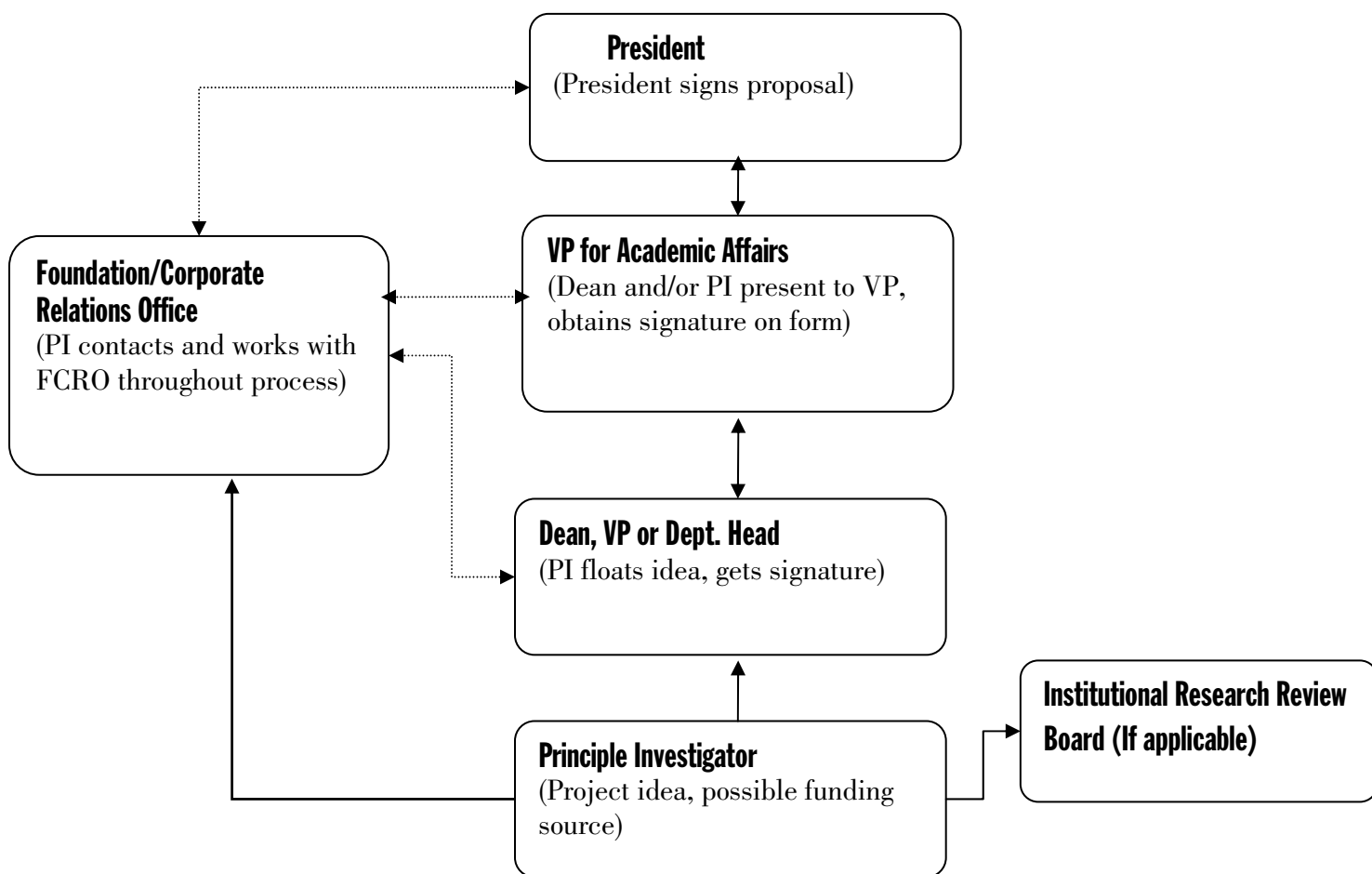
In order to coordinate grants it is critical that the Foundation Office is the central recording point. The Director must be notified when a grant is being prepared to ensure that the request has a direct tie to the University's major goals and objectives. If a department other than the Foundation Office is preparing a grant the office must be notified before submission, and a copy must be sent to the Director of Foundation and Corporate Relations to obtain final approval from the University President.

Grant checks or payments received must be submitted to the Director of Foundation and Corporate Relations and not to the accounting office. Each payment will be processed, recorded and deposited. Accounting will receive the information automatically as it is processed in the Institutional Advancement Division.

This handbook has been designed to assist Southern New Hampshire University faculty and staff with the process of applying for grants to support the programs of the University, faculty research and fellowships. If you are interested in seeking grant funding or have questions about the process please contact the Foundation and Corporate Relations Office in Institutional Advancement.

Cathy La Forge
Director of Foundation and Corporate Relations
603.644.3137
603.645.9663 (fax)
c.laforge@snhu.edu

Grant Proposal Process Flow Chart



Checklist for Submitting a Proposal

1. Contact the Foundation and Corporate Relations Office
2. Schedule a meeting to:
 - a. Determine if grant funding research is needed,
 - b. Submit an overview and sample budget,
 - c. Work with FCRO on forms and narrative
3. Obtain signature approval from:
 - a. Vice President, Dean or Department Head
 - b. Vice President for Academic Affairs
4. Obtain approval of the Institutional Research Review Board if applicable
5. Work with FCRO to create a proposal that is clear and complete and follows the grant guidelines
6. Plan to have the following materials completed at least 10 days before the deadline and submit to the FCRO:
 - a. Full proposal
 - b. Final budget
 - c. Budget Narrative
 - d. Attachments
 - e. Any forms necessary
 - f. Other attachments if allowed.

Grant Proposal Guidelines

How to Submit a Grant Proposal

The Grants Office assists faculty and staff in raising funds for equipment, facilities, research, scholarships, endowments or programs by approaching foundations, corporations and other grant organizations, as well as local, state and federal government agencies. The University's approach to all previous and potential donors is carefully coordinated because the building and maintaining of relationships with these individuals and organizations is important to the entire University community. Relationships with faculty and staff are a very important part of this process, and communication of needs and interest in projects is encouraged from the very beginning stages. The earlier that the foundation Office is involved with project plans, the more effective they will be in identifying possible funding sources, and the earlier a timeline can be developed with the optimal amount of assistance from the Office to meet external fixed deadlines. In order to facilitate this planning, the Foundation and Corporate Relations Office has developed guidelines for use in identifying and contacting potential funders.

Guidelines

Proposals for grants that will be administered by SNHU (where funds are to be paid to and disbursed by the University) must be reviewed and approved before they are submitted to the funding agency. This approval process usually takes a full **ten working days** (if minimal assistance is required), which should be factored into proposal writing and planning. Please follow these steps:

1. If a faculty or staff person has already identified a funding source, the Foundation Office must be contacted before proceeding and notified of the proposed project idea and the mailing deadline. This will prevent approaching a prospect for more than one project at a time, a circumstance which most often results in no project being funded. A meeting can be convened to discuss the project, and then a short description of the project must be submitted to the Foundation Office to authorize the researching of funding sources for the project. This executive summary must be approved by the appropriate dean or vice president in order to proceed.
2. You may also want to search for funding using the following free web sources: (Federal register, and others)
3. Where appropriate, obtain signatures of the Institutional Review Committee At least **ten business days** before the mailing deadline date, submit a copy of the full proposal, final budget forms, any pages requiring original signatures and any attachments, to the Foundation and Corporate Relations Office in Belknap Hall. The proposal will be proofread, budget checked, and the signatures of the relevant officials obtained. Notification will be made via phone or email when the proposal is ready or if additional information or corrections are required. The Foundation Office is available to assist in any way needed.

This process and coordination will help the Foundation Office keep track of which prospects have been approached and what their funding preferences are. This will increase the chances of a project being funded. The goal is to see proposals funded. If you have any questions or need assistance in fund raising, please call the Foundation and Corporate Relations Staff at x3137 or c.laforge@snhu.edu.

Tips on Proposal Writing

It is important to remember some helpful guidelines when writing a grant proposal. Without these organizational aides, the process of writing about a complex project can become frustrating and burdensome, leading to a proposal that is as difficult to read and evaluate as it was to write.

Grantwriting Tips:

- Carefully read the program guidelines, usually available on the funder's website, and take note of both the stated and implied criteria that the funder looks for in a worthy proposal. Find all aspects of your project that are reasonably compatible with the funder's priorities and use them to create a theme.
- Outline what is overtly required by the guidelines. Follow this outline to write the text, using distinguishable headers and sub-headers to clarify the various sections of the outline. Try to keep each section to a reasonable length, appropriate to its subject's magnitude in respect to the entire proposal.
- For proposals that do not require that you follow a strict organization dictated by the guidelines, follow this proposal summary:

- I. Introduction
- II. Executive Summary
- III. Problem Statement
- IV. Program Goals and Objectives
- V. Methods
- VI. Evaluation
- VII. Future Funding
- VIII. Budget and Budget Narrative
- IX. Appendix

- Use a positive voice throughout the text. Impart that you are convinced that the project will be successful in fulfilling the funder's priorities. Use confident words such as "will" instead of "would."
- Use simple language except when technical terms are necessary. Be concise and brief.
- Provide appropriate detail within each line item of your budget. For example, if you are budgeting \$4,000 for student workers, document the number of students and

amount each will be paid - Student Workers: 4 X \$1,000 = \$4,000. Explain every line item listed in your budget in a short budget narrative.

After Submitting a Grant

Most RFPs will state when award announcements will be made; expect to wait six months for a response from most Federal agencies. Sometimes there are delays in making these announcements. A telephone inquiry approximately 2 – 3 weeks after the announcement date is usually appropriate if you haven't heard. You should also follow up if you haven't received acknowledgement of the receipt of your proposal by the date promised. The Foundation Office will assist in all inquiries and troubleshooting.

There is no getting around the fact that competitive grant applications take considerable effort to prepare and that rejection is a strong possibility. A few tips for coming to terms with that possibility:

- There are many factors in addition to strict scientific merit that affect the ultimate success or failure of your application.
- Remember that grant proposals are a means to an end, not ends in themselves. Many new investigators agonize over their proposals and frequently delay submission until the next round of funding. Research grant proposals in particular are by nature tentative and exploratory: you are proposing to do something whose exact outcome cannot be predicted. There is no "state of perfection" for a grant proposal and in most instances you are better off submitting a proposal to get reviewer feedback at an earlier date, rather than tweaking it for another six months or a year and still having to revise and resubmit it.
- Having several applications pending at one time reduces your investment in the success of any one of them. Remember that four pending applications does not necessarily translate to four entirely different proposals.

Finally, never accept rejection as a final step in the grant application process. If the funding agency provides you with reviewer comments then use the information to revise and resubmit. This is what the funder is expecting. Also, call the program officer to request comments if you don't receive them, or to discuss them in further detail and remember that the program officer is more likely to expand on the details of your proposal's evaluation if they have previously spoken with you.

Frequently Asked Questions

For what types of projects are grants available?

If you have articulated an idea for a project, then the Foundation Office can begin the process to help you find funding sources for it. The Office will consult with you and help

you through all aspects of the application and award process. There are many types of grants, for many academic disciplines, and grants can be obtained for research, publication, travel, programs, collaborative projects, institutional programs, etc.

Do I have to have a funding source in mind, or do I just need an idea?

If you do have any ideas about possible funding sources for your work, please share them with the Foundation Office. We may be able to find out more information that could be helpful to you. But if you don't know of possible sources, that's okay. We are more than happy to do research for you. Just briefly describe your project/work and your budget and submit it in writing, which will help in researching possible sources of funding. **Keep in mind that this is an ongoing process** and funding sources sometimes shift their priorities and timeframes. It takes time to research sources and the Foundation Office is constantly scanning and checking databases, emails and various sites and publications which provide information about funding sources.

Is there a general range of funds available? In other words, are we limited in the size of grants?

No. Grants come in all amounts ranging from the thousands to the millions. The nature of your project and the amount of the budget will determine what to look for in terms of the size of a grant. In addition, several smaller grants, from different sources could potentially be combined to support your project.

Who actually applies for the grant? And who gets the money when the grant is awarded?

It depends on the agency funding the grant, so it is best to check with the Foundation Office. If you are applying for an individual fellowship or an award, most often you would apply for the grant yourself and the funds would be awarded directly to you as well. However, some funding organizations, even for fellowships or awards, insist that the institution be named as the applicant. Others might require additional documents such as an institutional letter of endorsement, which can be obtained with the help of the Foundation Office. Since the Foundation Office is required to keep records of all contacts with funders, we need to hear from you even if you apply independently. The Foundation Office can help to guide you in the process, help you with budget preparation, and/or proofread your proposal.

If the proposal is more institutional in nature (with a broad institutional impact, or in support of the strategic plan, such as a program administered by one of the centers or a program instituted by an administrator), our office will help you craft the proposal, steward it through a brief institutional approval process, and ultimately submit the proposal via overnight mail or certified return receipt if necessary. In this case, the funds for a successful grant application will be sent with the check made out to the University. The check must be delivered to the Director of Foundation and Corporate Relations for Processing. This money is recorded as a grant to the University with allocation to the proper School or program through the Gift Accounting system, deposited into the appropriate account through Accounting and then is available for your use. The Foundation Office will work closely with the Project Director throughout the post-award process, helping with final reporting, budget revision or other requirements of the grant being awarded.

Do I get compensation for doing all of this work? What is the incentive for applying for grants?

There are a variety of incentives for applying for grants and getting them. One incentive is the opportunity to work on a project that you haven't had the funds to do. Doing research, working on institutional projects and winning grants, awards and fellowships are all commendable parts of your annual report to the president and the deans. Grants received also enhance SNHU's chances of being invited to compete for other grants.

Also, experience working on an institutional project/proposal can lend new perspectives and ideas to classroom work.

In addition, depending on the type of project funds are being requested for, in some cases stipend support or a portion of the grant to cover additional work on the project can be added to the budget. However, there are University and sometimes federal regulations to be aware of in this area. Please see the section entitled **Grant Budgeting Guidelines**.

How difficult is the whole process of grant seeking and working on grant-funded programs? Is there a lot of time spent in meetings?

The Foundation Office has a set of standard procedures to aid in the funding research process, and will provide assistance in varying degrees in submitting the proposal depending upon the need. Some meetings will be necessary with the Foundation Office and whoever else is involved in the grantwriting, and again, this will depend on the level of assistance requested. Please note that most funders will want regular reports on the use of the grant funds and the progress of work on the project. The Foundation Office will keep a grant report calendar and will send reminders of reports due and offer guidance on reporting. Most important, grantors want to know that the entire grant award has been spent in the prescribed timeframe, and in the way you originally proposed. If a change is unavoidable, please contact the Foundation Office for guidance on contacting the funder with a request for a budget line item change. Do not attempt to spend the grant money in a way that is not authorized in the proposal without contacting the Foundation Office, Dean, and/or the Vice President for Academic Affairs.

Do you help people locate and apply for fellowships?

The Foundation Office cannot write proposals for individuals, but will certainly help find possible sources for funding, and can help in obtaining additional information on some of these sources, including information on the kinds of fellowships funded by the corporation, foundation, agency or organization. Proofreading of proposals, budget preparation, and help with necessary forms are all available within the Foundation Office.

Who provides the money for these grants?

There are many different kinds of funding agencies:

- **Foundations**, whose primary function is to provide funding/donations/grants for organizations that meet the criteria of their mission. These organizations

raise money themselves or have been established through the bequest of an individual for the purpose of making charitable contributions.

- **Corporations** that have charitable contribution programs -- again with the mission of making grants and donations to people and organizations. Their funds come from the assets and/or profits of the corporation, or sometimes they will have a separate foundation set up.
- **Government Agencies**, which have been established by the federal or state government specifically to fund programs in their areas of interest/focus. Funding is legislated by the federal government for the national agencies, and the national agencies often fund the state programs. The state programs are also funded by tax dollars and their budgets are determined by the state.

If I am applying for a research grant, individual grant or fellowship, do I have to go through your office?

No, but in many cases, the Foundation Office may be able to help ensure the best chance in getting a grant. The Office may know of other recipients of the kind of fellowship for which a faculty is applying and may be able to share success stories, presentation techniques, or other information on things to include with or in the proposal. Also, the Foundation Office should know if another faculty member is applying for the same fellowship, and can help to coordinate the appropriate timing for proposal submission.

In addition, if a fellowship grant is received, it is helpful for Institutional Advancement and for others at SNHU to know. One faculty's experience could help another faculty member in securing a grant. If a fellowship is received from a foundation that also makes institutional grants, it is important for the Foundation Office to have that information in the historical file on the foundation.

Often when we are applying for an institutional grant, it helps in building a case to talk about the history that the university and its faculty already have with the funder. It is also helpful when applying to a funder on a program that is close to a discipline already funded individually to a member of the University to be able to cite any fellowships previously awarded.

Do I have to go through the Office of Foundation and Corporate Relations to submit a grant?

Yes. If it is for a grant in which the funds will be made out directly to Southern New Hampshire University, it is necessary to involve the Foundation Office in the process. In many cases, for institutional grants, the grantor often wants institutional documentation that the Foundation Office has on hand such as institutional tax statements, board lists, financial statements, etc. This Office will always have the most up-to-date documents.

Also, institutional proposals must be approved by a number of different offices on campus, including the foundation office, accounting, the dean or vice president of the appropriate school or department, and the Vice President for Academic Affairs (VPAA) and/or the President of the University. (The President signs every proposal for the institution and there are no exceptions to this rule unless he is unavailable over an extended period of

time. In this case the VPAA can sign). The Foundation Office can help this process go as smoothly as possible. In addition, the Foundation Office maintains files on a number of corporations, foundations, government agencies and organizations. It is important to have up-to-date information on SNHU's relationship with the funder as this can make a difference in whether a new project or program gets funded. Perhaps most importantly, the Foundation Office makes certain that there are no other proposals being submitted to that same funder.

My research/project is very specific within my discipline; for example, I am interested in eco-tourism. Can I get funding for this?

Yes, it's possible, and the Foundation Office will do its best to research all potential sources for this topic. The first step is to submit information describing the specifics of the work with a simple potential budget. Once this information is received in Institutional Advancement, potential funding sources will be researched. Even if no funding sources surface specific to the exact project, there will be potential funders of the general area of relevant discipline and the search can be narrowed from there. Again, keep in mind that this process will not necessarily be accomplished overnight, but the information about the project will be kept on file as funding opportunities surface throughout the year.