

Seeking Funding, Finding Support

Steven Moore, Ph.D., Director, Sponsored Programs

Katie Millsom, Associate Controller, Business and Finance



When to begin?

Ideally...

- Begin proposal 1 year before deadline
- Plan for 1–3 years from idea to funding



When we usually begin.

Too late...but

- Jump in and get it done
- Seize opportunities!
- Give us at least 1 – 2 weeks



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Plan for Success; Learn from Failure

- Depending on the funder, odds of getting funded are low
- Expect to be declined
- Choose to learn
- Persistence is a key to grant writing success



Seek Strategic Funding, Not Income

- Funding should move an individual, department, program, or organization towards where it wants to go
- Avoid writing proposals for the income



Leverage Success

- Funders like to support projects that are likely to succeed
- Go with your strong suit
- Convince funders that you will succeed and make them look good



Don't Contort Yourself...Too Much

- Define your project, then seek funding
- Adjust, innovate, and adapt to fit funding opportunities



Proposal Development



BULLDOG PROPOSAL DEVELOPMENT PROCESS



Consult

Bring your proposal idea to the Sponsored Programs Office. Refine your project idea and find sources of funding.



Develop

Write your proposal narrative. Receive feedback. Develop a project budget and justification. Assemble forms, letters, and other supporting documents.



Route

Complete a proposal routing form and route the form, budget, budget justification, and project summary through the Sponsored Programs Office, a dean or the Provost, and the Vice President for Finance/Chief Financial Officer.



Submit

Submit your proposal. Most proposals are submitted by the Sponsored Programs Office on behalf of the University.

GRANT PROCESS & MILESTONES



- **DR. STEVEN MOORE, DIRECTOR OF SPONSORED PROGRAMS**
STEVE_MOORE@REDLANDS.EDU | 909-748-8687
- **KATIE MILLSOM, ASSOCIATE CONTROLLER**
KATIE_MILLSOM@REDLANDS.EDU | 909-748-8146



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WHEN TO START

- Start early! A well-prepared, thoughtful proposal is more likely to be funded. A good proposal can take many months to a year to develop.
- Contact Steve Moore and Katie Millsom early on in your process so we can help you.

THE PROCESS

- Work with Sponsored Programs to hone your idea and seek funding opportunities.
- Write a project abstract and start developing your project budget and budget justification.
- Carefully read proposal guidelines from identified funders. Note how your project proposal will be reviewed.
- Assemble all proposal elements, including the project description, budget, budget justification, biosketches, letters of support and other required documents.
- Route and submit your proposal.

VISIT [SITES.REDLANDS.EDU/SPONSORED-PROGRAMS/](https://sites.redlands.edu/sponsored-programs/) FOR FORMS AND OTHER GRANT-RELATED INFORMATION.

KEY MILESTONES

BUDGET APPROVAL

Sponsored programs must approve all proposal budgets to determine if expense categories (salaries and benefits, equipment and supplies, and contractors and consultants) are correctly calculated and indirect expenses applied. Also, a budget narrative must be approved that supports all project expenses with appropriate detail. We will help you complete templates provided by the funder or use one of our own budget and budget narrative templates.

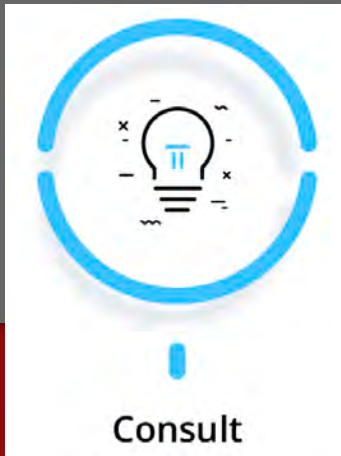
SUBMISSION APPROVAL

Proposals are submitted by Sponsored Programs on behalf of the University. Each proposal is routed through a Dean or the Provost, the Budget Office, and Vice President for Finance/CFO. Course releases and other institutional commitments must be approved prior to final submission.

SPO Website

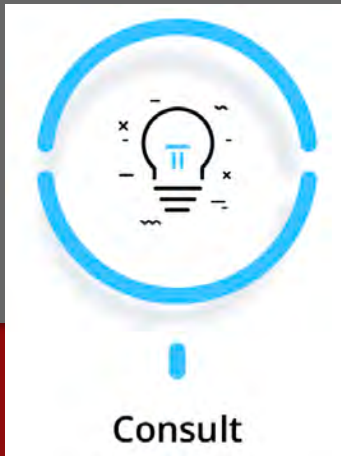
sites.redlands.edu/sponsored-programs/

The screenshot shows a web browser window with the URL sites.redlands.edu/sponsored-programs/. The page title is "Sponsored Programs". Below the title is a navigation menu with the following items: "The Process", "Roles and Responsibilities", "Fact Sheet", "Documents, Forms, Links, and Templates", "Opportunities", and "Contact SPO". The main content area features a section titled "BULLDOG PROPOSAL DEVELOPMENT PROCESS" with a bulldog illustration to the left. Below this title are four circular icons representing the process steps: "Consult" (light blue circle with a lightbulb icon), "Develop" (orange circle with a dollar sign and gear icon), "Route" (purple circle with a clock icon), and "Submit" (teal circle with a rocket icon). The browser's taskbar at the bottom shows several open applications, including "Screen Shot 202...", "Padlet - America...", "Do You Hear", "microsoft-teams...", and "Meeting with M...mp4".



- Project idea
- Goals and objectives
- Who involved
- Timeline
- Milestones
- Funding required

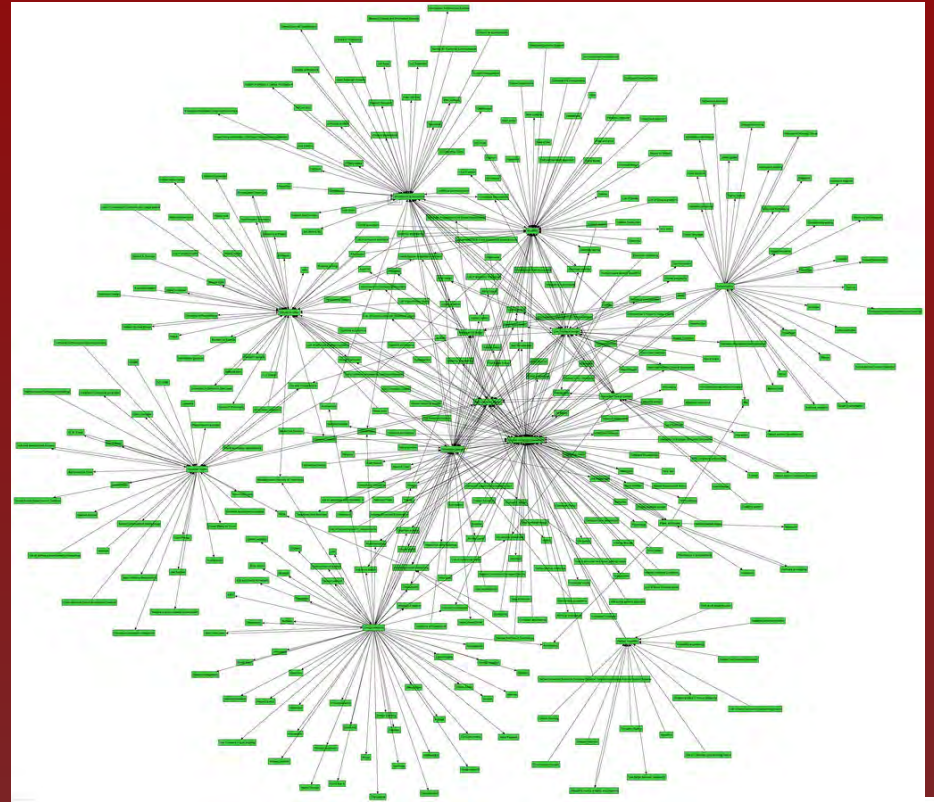




Sketch Your Project

Sketch your project

- Jot notes
- Create a mind map or concept map
- Write a one-page description



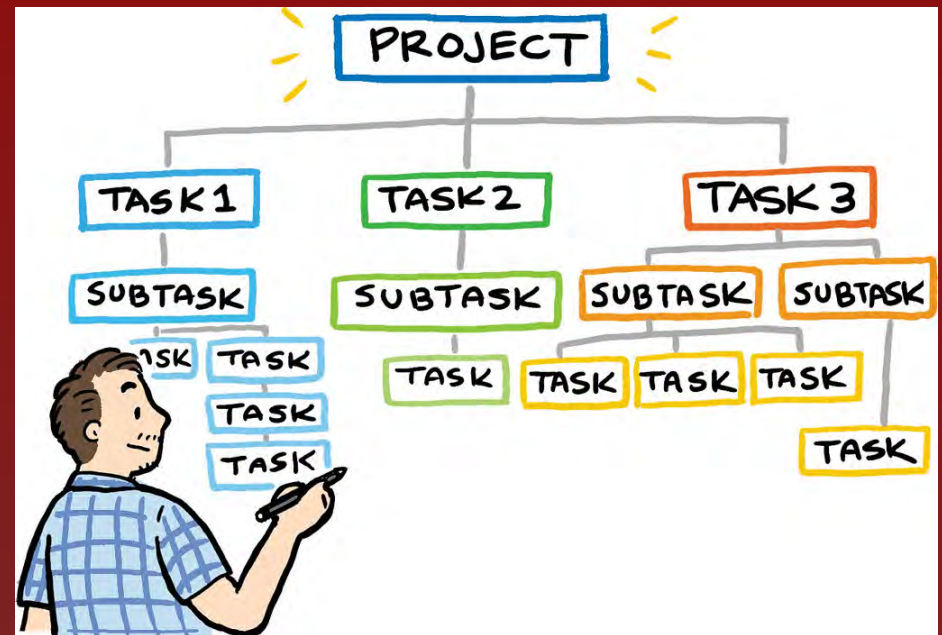
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Consult

Outline Goals, Objectives, and Deliverables

- Identify what you need money for
- Ballpark how much money you need and why



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Look for Federal Opportunities: Grants.gov

- Grants.gov: Central clearinghouse for federal grants
 - <https://www.grants.gov/web/grants/search-grants.html>
- Grants.gov opportunity emails subscription
 - <https://www.grants.gov/web/grants/manage-subscriptions.html>
- Grants.gov workspace format for submitting proposals
 - <https://www.grants.gov/applicants/apply-for-grants.html>



Look for Specific Federal Opportunities

- National Endowment for the Humanities
 - <https://www.neh.gov/grants>
- National Institutes of Health
 - <https://www.nih.gov/grants-funding>
- National Science Foundation
 - <https://www.nsf.gov/funding/>
- U.S. Department of Education
 - <https://www2.ed.gov/fund/grants-apply.html?src=ft>



Look for Funders: Other Sources

- Opportunities tab on the SPO website
- SPO emails (sign up via the SPO website, Contact SPO tab)
- Grantstation: <https://grantstation.com/>
- Academia:
<https://www.academia.edu/grants>
- Foundation Center:
<https://fconline.foundationcenter.org/>



Refine Your Project Idea

- Carefully read guidelines
- Outline proposal sections
- Recruit collaborators
- Talk with colleagues
- Contact program officers
- Read sample proposals
- Attend webinars
- Read FAQs
- Do your homework!



Thriving Congregations Initiative

REQUEST FOR PROPOSALS

2020

The Lilly Endowment is pleased to announce its **Thriving Congregations Initiative**. Through this endeavor, the Endowment seeks to support charitable organizations located in the United States in developing new or strengthening existing programs that will work directly with congregations to help them: 1) explore and understand their rapidly changing social and cultural contexts; 2) gain greater clarity about their values and mission; and 3) draw on Christian practices from their theological and ecclesial traditions to adapt their ministries to the demands of their changing contexts. The ultimate aim is to help congregations strengthen their ministries and thrive so they can better help people deepen their relationships with God, enhance their connections with each other and contribute to the flourishing of their communities and the world.

Eligible charitable organizations may submit proposals for **up to \$1 million** that may be used for up to a five-year period to design and implement programs that support Christian congregations and help them thrive. In this open and competitive grants initiative, the Endowment anticipates awarding approximately **50 grants** to charitable organizations that submit exceptionally promising and compelling proposals that advance the aim of the initiative and demonstrate the capacity of the organization to design, implement and sustain a high-quality program.

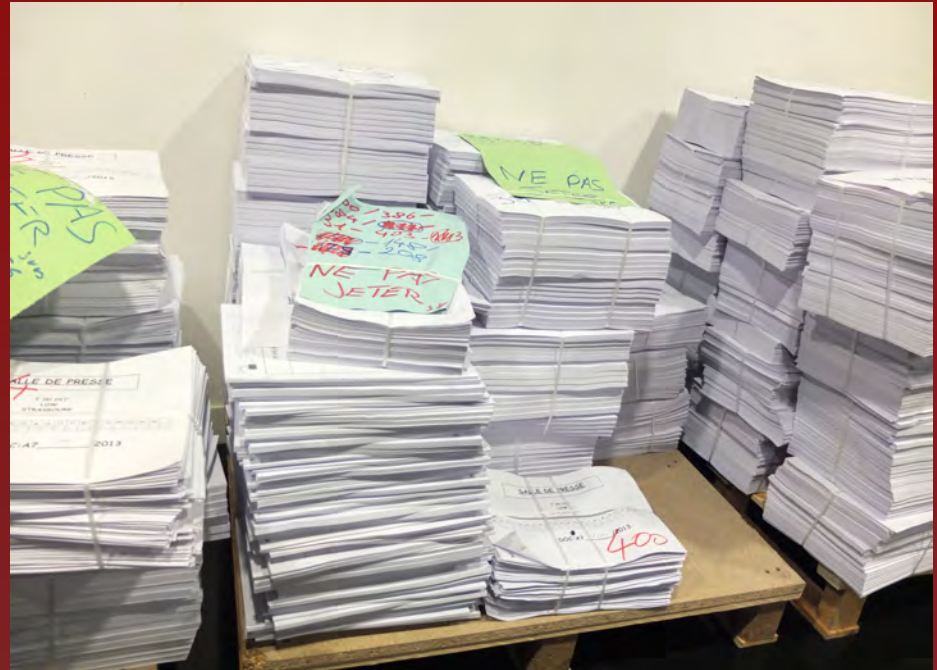
Charitable organizations interested in participating should submit an interest form by **May 1, 2020**. **Proposals are due by June 1, 2020**. The Endowment anticipates announcing grant awards in the fall of 2020.

*Please note that the deadline to submit and interest form has been extended to May 1, 2020.



Assemble Documents

- Face page or cover letter
- Abstract
- Project Description
- Biosketches
- Letters of Commitment
- Budget
- Budget narrative






GRANT BUDGET PROCESS

Katie Millsom

*Associate Controller/Grant
Administrator*



A man with dark hair and glasses, wearing a grey suit jacket, is sitting at a desk in an office. He is holding a white sign with the word "HELP!" written in large, bold, black letters. The desk is cluttered with several blue and green file folders, some of which are open, revealing stacks of papers. In the background, there are wooden shelves filled with more papers and a clock on the wall.

HELP!

CREATING A BUDGET

BUDGET ELEMENTS

Each grantor is different so make sure you read the budget requirements for your grant.

Here are some standard budget categories:

- Salaries & Wages
- Benefits
- Consultant Fees
- Travel
- Supplies & Materials
- Services
- Indirect Costs



SALARIES & WAGES

Determine the effort you will be putting into the grant.

Course Releases

- Grants may fund your salary that is already being paid to you and you can request a course release(s) to have time to work on the grant. This benefits the University as it results in budget savings. Make sure to obtain approval for course release(s) from your Dean.
 - School of Education course releases are as follows: 1 course release = 7.5% effort, 2 course releases = 15% effort, etc.
 - College of Arts and Sciences: 1 course release = 16.67% effort, 2 course releases = 33.33% effort, etc.

Summer Work/Stipend

- Grants can fund your time above and beyond your regular contract work.
 - Any work done in summer months outside of your regular contracted months is paid to you.
 - Work done above and beyond your regularly contracted hours, with some limit, may be funded.



PERSONNEL

How should I classify the personnel on my grant?

Employees

- Anyone already employed by the University must be paid as an employee through the University's payroll.
- Anyone hired to work on the grant where the University controls most of their work/schedule must be paid as an employee.
- Benefits must be built into the budget.

Consultants

- Third party consultants can be paid through Accounts Payable and will receive a 1099, if applicable.
- Consultants dictate their own hours/work schedule.
- Make sure your budget includes a realistic hourly rate and number of hours (effort).



BENEFITS

Benefits are part of the cost of paying employees and must be included in your budget:

- Full-time Faculty: 26% of salary
- Part-time Faculty: 15% of salary
- Administrative Staff: 28% of salary
- Staff/Administrative (Non-Exempt): 35% of wages
- Students: 10% of wages



SUBAWARDS

Transferring a portion of the programmatic work under a grant award to another institution or organization, a subrecipient.

- The University can be a subrecipient of a grant award from another institution, or another institution can be a subrecipient of funding from the University.
- Either way, the subrecipient institution must submit a budget to the prime awardee institution.
- Letter of support often required.
- Typically involves coordination with other institution's grant office.



INDIRECT COSTS

Indirect costs are the primary financial benefit the University receives from grant work.

- Indirect costs help provide budget support to the University and cover overhead and administrative oversight expenses associated with grants.
- Federal grants use the University's federally negotiated indirect cost rate of 51.4% on a basis of salaries & wages (not including benefits).
- Private/Foundation grants may offer a lower rate, such as 10% on a basis of total direct costs.
- Waiving indirect costs requires the approval of your Dean.



SAMPLE BUDGET FORM

Plan it out!

- Lay out the details of your grant budget on a sample template or a template provided by the grantor.
- Use budget categories prescribed by grantor.
- Calculate percent effort for personnel.
- Travel – see gsa.gov – per diem rates
- Consider the grant period (if multiple years, you may want to build in inflation of 3%).

		UNIVERSITY OF Redlands									
		Budget Form									
		Applicant Institution: University of Redlands					Project Director:				
		Project Grant Period:									
	Computational Details/Notes	(notes)	Year 1		Year 2		Year 3		Project Total		
			Enter Dates		Enter Dates		Enter Dates		Project Contributors		
			Grantor	COST SHARE	Grantor	COST SHARE	Grantor	COST SHARE	Grantor	COST SHARE	
1. Salaries & Wages											
Employee 1	Director	33%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Employee 2	Co-Director	33%	-	-	-	-	-	-	-	-	
Student Workers			-	-	-	-	-	-	-	-	
Total Salaries and Wages											
2. Fringe Benefits											
Employee 1	Director		-	-	-	-	-	-	-	-	
Employee 2	Co-Director		-	-	-	-	-	-	-	-	
Student Workers			-	-	-	-	-	-	-	-	
Total Fringe Benefits											
3. Consultant Fees											
Total Consultant Fees											
4. Travel											
Total Travel											
5. Supplies & Materials											
Total Supplies & Materials											
6. Services											
Indexing											
7. Other Costs											
8. Total Direct Costs											
9. Total Indirect Costs											
	Indirect Cost Rate Agreement based on direct salaries & wages; agreement with Department of Health and Human Services (HHS)	51.4%	-	-	-	-	-	-	-	-	
10. Total Project Costs			(Direct and indirect costs for entire project)					\$ -	\$ -	\$ -	

SAMPLE BUDGET JUSTIFICATION

Provide details!

- Let the reviewers know that your budget is thoughtful and that costs are accurate and support your project objectives.
- Include details such as specific names, hourly rates, etc.
- Show calculations on how you arrived at amounts.
- Make sure the categories on your Budget Justification match the categories on the grantor's budget form/template.


Budget Justification

<Project Name> **<Project Dates>**

Salaries and Wages: \$xxx,xxx

<Name>, Project Director, will be responsible for <describe responsibilities>. He/She will devote x% effort during the grant period. \$xx,xxx will be contributed by the University.

<Name>, Project Co-Director, will be responsible for <describe responsibilities>. He/She will devote x% effort during the grant period. \$xx,xxx will be contributed by the University.

<Undergraduate/Graduate> student workers will be hired to <describe roles and responsibilities>. \$xx,xxx (x students * \$x/hour * hours/week * x weeks) is requested from <Grantor>.

Overall, \$xxx,xxx is being requested from <Grantor> and \$xx,xxx is being contributed by the University.

Fringe Benefits: \$xx,xxx

Benefits are calculated at the institutional rates of 35% for staff/administrative (non-exempt) employees, 26% for full-time faculty, 15% for part-time faculty, 28% for administrators and 10% for student workers.

\$x,xxx is requested from <Grantor> for the staff/administrative (non-exempt) employees; \$x,xxx is requested from <Grantor> for the full-time faculty; \$x,xxx is requested from <Grantor> for part-time faculty; and \$x,xxx is requested from <Grantor> for administrators and \$x,xxx is requested from <Grantor> for student workers.

\$xx,xxx is being contributed by the University for administrative employees; \$x,xxx is being contributed by the University for full-time faculty.

Overall, \$xx,xxx is being requested from <Grantor> and \$xx,xxx is being contributed by the University.

Consultant Fees: \$xx,xxx

Consultants will be hired to <describe roles and responsibilities of contractors>. \$xx,xxx (\$x/hour * x hours) is requested from <Grantor>.




GRANT ROUTING FORM

Get approval!

- Internal routing form to provide University approval prior to submission of grant application.
- Requires approval from Principal Investigator, Budget/Sponsored Programs, Dean/Provost, and Vice President for Finance/CFO.
- Get pre-approval for any commitments (course releases, waiving of indirect costs, cost shares/matches, etc.)
- Can now route electronically but please don't wait until the last minute!

Date Rec'd:



PROPOSAL ROUTING FORM

Principal Investigator

Name: Phone:

Department: Email:

Proposal Information

Sponsor: Primary Funding Source:
(If Federal Sponsor, CFDA # (If other than Sponsor))

Sponsor Deadline: Electronic Submission: Yes No

Website for RFP or Announcement:

Proposal Title:

Proposal Type: New Continuation/Supplement
 Activity Type: Research Instruction Equipment Other
 Funding Source: Federal State Foundation Industrial University

Course Release Time, Cost Sharing, and Indirect Costs

Course Release Time: <input type="radio"/> Yes <input type="radio"/> No	Cost Sharing: <input type="radio"/> None <input type="radio"/> Voluntary \$ <input type="text"/> <input type="radio"/> Mandatory \$ <input type="text"/>	Indirect Costs: <input type="checkbox"/> HHS (51.4% Salary & Wages) <input type="checkbox"/> Other: <input type="text"/> <input type="checkbox"/> None
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Please submit documentation from sponsor if indirect costs are other than federally-negotiated rate.

The Dean/Provost and Senior VP of Finance and Administration signatures on page two of this form indicate approval of course release time, cost sharing, and indirect cost specifications in this proposal.

Proposal Budget Summary

Period of Performance: Start Date: <input type="text"/> End Date: <input type="text"/>	Total Sponsor Support: Direct Costs: \$ <input type="text"/> Indirect Costs: \$ <input type="text"/> Total: \$ <input type="text"/>
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Rev 8/4/2020 Note: Total is automatically calculated.

The project's activities and purpose are consistent with the mission of the University and Academic unit.

The proposal meets the requirements and standards of the University for submission.

Rev 8/4/2020

Institutional Review and Checklist

Project: Describe the status of human subjects, vertebrate animals, and/or biohazards approvals being sought:

require collaboration with any foreign organization?
 involve shipment of materials, equipment, or software outside US?
 require use of another party's proprietary information or materials?

Assurances and Disclosures:
 suspended from Federal funding?
 on any Federal debt?

have a significant financial interest in the Sponsor/Agency that could affect or be perceived to affect the results of the research, educational or activities proposed?
 proposal being submitted to a company in which one or more of the researchers have a significant administrative or scientific role in the company (paid or unpaid)?
 have, or plan to have, a financial relationship with the Sponsor/Agency that is not disclosed in the one proposed in this application?
 proposal present an apparent, actual or potential conflict of interest as defined in the University's Conflict of Interest policy?
 required Conflict of Interest disclosures been submitted and/or updated with the University's Conflict of Interest policy and approved by the appropriate University?

Certifications

I, , certify that the information provided in this proposal is true and correct and that the proposal complies with University policies and procedures.

Principal Investigator

Sponsored Programs

Dean / Provost

Vice President for Finance/CFO

QUESTIONS?

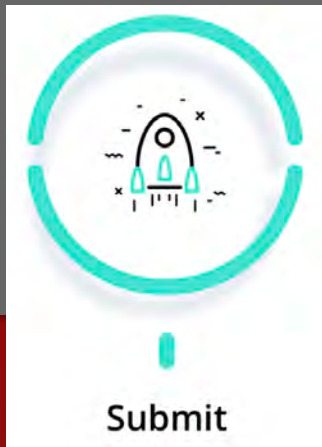
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🔗 <https://sites.redlands.edu/sponsored-programs/>



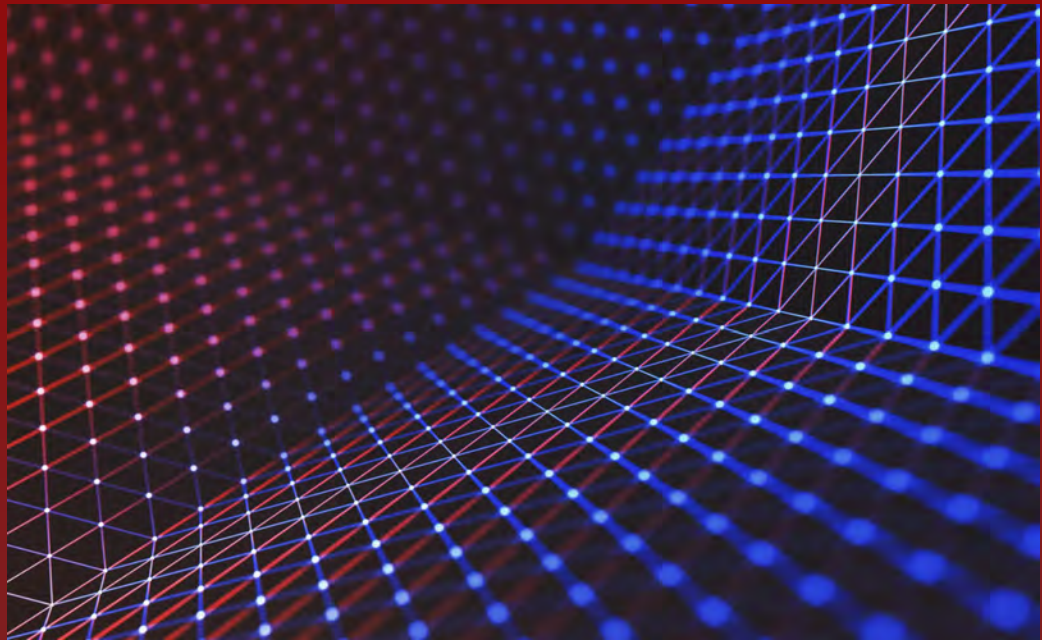


- SPO typically submits proposals for the proposal writer on behalf of the university
- Submitting 2–3 days before a deadline is optimal



Future Sessions

- Refining Proposal Ideas
- Finding Funders
- Developing Solid Budgets
- Writing Fundable Proposals
- Revising Proposals





Contact Us / Visit SPO / Sign Up

sites.redlands.edu/sponsored-programs/

Sponsored Programs

The Process	Roles and Responsibilities	Fact Sheet	Documents, Forms, Links, and Templates	Opportunities	Contact SPO
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Dr. Steven Moore- Sponsored Programs Director, Federal Grants
909-748-8687
steven.moore@redlands.edu

Katie Millsom- Financial Reporting and Compliance, Budgets
909-748-8146
katie.millsom@redlands.edu

Attention: Sponsored Programs
University of Redlands
1200 East Colton Avenue
P.O. Box 3080
Redlands, CA 92373-0999

Click To Get On Our Email List! (University of Redlands login required)

Receive periodic emails about grant opportunities and Sponsored Programs Office news.

