RESOURCE DEVELOPMENT GUIDE

The purpose of this manual is to establish both policy and procedural information to facilitate the development, coordination, and management, of externally funded projects.

The following guidelines have been established in order to avoid duplication of services, as well to centralize and monitor the proper utilization of College resources.

THE RESOURCE DEVELOPMENT OFFICE

A. Organization

The Office of Resource Development is a function of the Division of Institutional Advancement. Under the direction of the Dean of Institutional Advancement, the Office of Resource Development staff will assist with the development of grant proposals and other vehicles of solicitation consistent with the overall institutional philosophy of resource development.

As a part of Institutional Advancement, the Resource Development staff works jointly with the President, the Dean of Institutional Advancement, and other senior administrators to plan and implement use of these funds for the greatest benefit to the overall operation and development of the College. Although the Resource Development Office carries out several specific functions, all of these contribute to one central mission: supplement available resources to meet institutional needs.

B. Role, Purpose and Goals

The role of the Resource Development Office it to assist administration, faculty and staff in seeking and securing external funds from federal, state, and local agencies; corporations, foundations, and individual donors to promote the mission of Amarillo College programs and services. Such funds will be applied to program development and operation, scholarships, faculty/staff development, and other services.

Goals of the Resource Development Office are:

1. To encourage enrichment and excellence in instructional programs.

2. To provide services to Amarillo College faculty and staff seeking external program funding to meet institutional needs.
3. To increase the funding potential for externally funded projects and expand professional expertise through College staff in-service training in the techniques of resource development.

4. To encourage the involvement of more individuals in proposal development to supplement on-going program development and program expansion.

5. To encourage staff involvement with local agencies in forming cooperative arrangements to meet the expanding needs of the College’s service area.

6. To expand the horizons of College staff through the sharing of information about instructional projects that have received funding at other community colleges.

7. To develop an Annual Resource Development Plan.

C. Responsibilities

In order to carry out its primary function, resource development, the Resource Development Office keeps extensive files of information on potential sources of external funding. Thus, it can provide a realistic and up-to-date assessment of the best potential sources of funds for particular ideas.

This office will assist with all aspects of proposal development. Specifically, the responsibilities of the Resource Development Office include:

1. assisting in the preparation of the preliminary form for grant proposals;
2. preparing grant summaries for inclusion in the Board of Regents agendas;
3. maintaining a monthly and yearly grant calendar which indicates due dates for grants previously written and grants which may be of interest;
4. identifying funding sources;
5. obtaining grant information;
6. maintaining a current grants information file;
7. disseminating grant information and potential funding sources to faculty and staff;
8. assisting with the development of a proposal;
9. assisting with the development of the proposal’s budget;
10. editing the proposal to conform to agency requirements;
11. completing, copying, and submitting the proposal;
12. keeping official grant files which contain:
   a. notification announcement (otherwise known as "RFP" - request
b. preliminary approval form;
c. original application and regulations:
d. original abstract form;
e. proposal submitted;
f. budget and modifications;
g. reports (progress, interim, and final);
h. pertinent correspondence relating to proposal/contract; and
i. job descriptions of all sponsored personnel.

13. negotiating, in conjunction with the program area of responsibility, project director, or proposal writer, with agency officials on the final terms of a grant proposal.

C. The Resource Development Staff

The Resource Development staff is comprised of the Director of Resource Development and the Secretary for Resource Development.

The Director of Resource Development is responsible to the Dean of Institutional Advancement and ultimately to the President for the design, planning, organization, operation, and maintenance of a program of institutional resource development.

The Secretary provides secretarial support to the Director of Resource Development which includes preparation of proposals for submission.

GENERAL PRINCIPLES

1. The Board of Regents of Amarillo College has the fiduciary responsibility for all grants and contracts awarded.

2. Each proposal is to be completed in accordance with college policies.

3. Each proposal is to include an accounting and/or record keeping apparatus consistent with the Amarillo College system and procedure, as well as observance of requirements from the funding agency.

4. All grants and contracts are awarded to Amarillo College and not to the individual who is the initiator. The College bears the ultimate responsibility for the project including compliance with all fiscal, legal, and contractual requirements.

5. Only under extenuating circumstances will anyone be permitted to submit a
proposal without securing the appropriate approval. Approval under these circumstances will be handled through the President’s office.

6. The President or his designee has the responsibility for approving the submission of proposals submitted on behalf of the institution.

7. The Business Office must review all proposed budgets to insure compliance with institutional policy as well as any contractual arrangement with the funding entity. Additionally, the Business Office is responsible for review and signature on all Assurances.

8. The Director of Personnel Services must approve all job descriptions and salaries.

9. The first step in the internal process begins with the PRELIMINARY APPROVAL FORM FOR GRANT PROPOSALS. (See Appendix A) Those interested in pursuing external funding should call the Resource Development Office at extension 5146. The Director will then meet with the proposal writer to discuss the grant and assist in the preparation of the preliminary approval form.

Upon the completion of the preliminary approval form, a meeting will be scheduled for all parties concerned to discuss the proposal. If all parties are in agreement as to the submission of the proposal, the form will be signed and routed to appropriate administrators. The Executive Committee will be apprised of all grants submitted, pending, or denied.

10. A proposal completion deadline of five business days prior to submission date is set internally to allow for institutional signature and to allow for any internal modifications deemed necessary. This procedure is to ensure that all proposals are in line with the missions and goals of the College.

11. The Project Director, as named in the grant or contract, is responsible for seeing that the objectives and contractual agreements are met, personnel are supervised, events are properly documented, and evaluation takes place. All reports are the responsibility of the Project Director.

12. Notice of an award is usually directed to the President. If, on occasion, the Project Coordinator, Director, or Dean receives direct notification, the information should be immediately forwarded to the Director of Resource Development.

13. Reviewer’s comments will be sought by the Director of Resource Development. A copy of the comments will be forwarded to the writer and/or Project Director. (The comments are helpful in the management of successful grants and the
resubmission of rejected proposals.)

14. When a Project Director has significant written or oral communication with an outside funding agency, the Director of Resource Development will receive copies of written communication or a memorandum outlining the oral discussion.

BUDGET PROPOSAL PREPARATION/SUBMISSION PROCEDURE

1. As part of the preparation, a draft (rough) budget is to be developed. This outline shall include the proposal costs associated with:

   a. supervisory personnel for the project;
   b. program personnel for the project;
   c. payroll expenses for all personnel;
   d. equipment, both to be purchased and/or leased;
   e. supplies and educational materials;
   f. local and/or extended travel;
   g. telephone expenses;
   h. postage/mailing expenses;
   i. duplication/publication;
   j. advertising expenses;
   k. equipment maintenance (service contracts);
   l. rental of space;
   m. consultants/external evaluators;
   n. indirect cost; and
   o. any/all other program related expenses.

2. Funding Source Share/Amarillo College Share

   a. By analyzing the funding guidelines, the proposal writer/Project Director, with the assistance of the Director of Resource Development, will outline:

      1) the funding source share; and
      2) the Amarillo College share (if any).

3. A final budget with a supporting narrative is to be presented to the Business Office no less than five working days prior to final submission to:

   a. ensure that the budget conforms to Amarillo College policy;
   b. verify that all costs are properly included and supported; and
   c. create a budget format consistent with the proposal, the guidelines, and Amarillo College policy.
4. Final Financial Sign Off

1. No proposal of any type is to be submitted without the review of the Business Office, the Director of Resource Development, and the review and approval of the President.

5. The Director of Resource Development will make timely reports to the Executive Committee regarding:

   a. opportunities for grant applications;
   b. progress on applications submitted; and
   c. results, including approvals and disapprovals on applications submitted.

ACCEPTANCE OF FUNDING FOR A SPONSORED PROJECT

A. Notwithstanding any other communication, a project is not funded or sponsored until the President executes the acceptance agreement.

B. Upon notification by an agency that a proposal has been accepted, the Director of Resource Development shall:

   1. compare the notification to the proposal and, with the proposal writer/Project Director, resolve any differences;
   2. establish and maintain a proposal/contract file; and
   3. prepare a summary for inclusion in the agenda for appropriate action by the Board of Regents.

C. Upon the acceptance/ratification of an offer by the President, the Business Office will:

   1. assign an account number to the project; and
   2. establish fiscal control and reporting mechanisms for the project.

ADMINISTRATION/REPORTING

A. All purchase requisitions, following sign-off by the appropriate supervisor, are to be approved by the Business Office to ensure:

   1. that the expense requested is allowable within the project; and
2. that the amount of the expenses requested does not exceed available funding.

B. The contract binds the College; therefore, any interpretation or change to the budget or terms and conditions of the contract must be requested through the Business Office with notice to the President and Director of Resource Development.

C. Fiscal reports are to be completed and submitted to the Vice President for Business Affairs by the Business Office. A copy of each said report is to be filed with the Project Director and the Director of Resource Development.

PROGRAM MODIFICATIONS

All modifications of contracts, budget transfers and contacts with program agencies should be approved by the Resource Development Office and the Business Office.
TWELVE CHARACTERISTICS OF A GOOD PROPOSAL

1. Innovative idea
   = not an ongoing or “tried-and-true” project

2. Expertise + understanding of weaknesses
   = not a “know-nothing” or “know-it-all” organization

3. Complete homework on:
   = similar projects & results
   = partnership opportunities
   = other funding sources
   = interests of grant provider

4. Project done with – not to – those it is helping
   = has advice & consent of those trying to help
   = answers a demand
   = utilizes partnerships

5. Other-centered, not self-centered
   = focuses on target audience, not equipment, buildings, etc.
   = states organizational concerns only in context to target audience

6. Investment of own money
   = proves commitment through use of a portion of personal funds

7. Determination to do the project – no matter what
   = will find funding somewhere, somehow
   = willing to take rejection and keep trying

8. Comprehensive approach
   = crosses departmental/organizational lines
   = addresses complexity in solutions

9. Collaboration
   = has/will build partnerships, partnerships, partnerships

10. Willing to have outside evaluation of project
    = willing to learn & let funding agency learn from successes and failures

11. Continuation of project after funding
    = provides plan to wean off proposed funding and/or secure other funding

12. Potential for broader impact
    = suggests adaptability for other situations or organizations

- Taken from “Inside the Grantmaker’s Mind: Kellogg Foundation Insider Outlines a Solid Proposal” by Joel J. Orosz, senior program director in the Philanthropy & Volunteerism area of the W.K. Kellogg Foundation.
### GRANT DEVELOPMENT RECORDS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION</th>
<th>RECORD HOLDER</th>
<th>RETENTION PERIOD</th>
</tr>
</thead>
</table>
| Grant Development and Administrative Records | a) Successful grant application and proposals and any documentation that modified the term of a grant  
b) Financial, performance and compliance reports submitted to grant or subgrantor agencies  
c) Reports, planning memoranda, studies correspondence, and similar records created for and used in the development of successful grants proposals  
d) Any records of the type noted in (a) or (b) relating to unsuccessful grant proposals | Director of Resource Development | FE + 5 years and then AV (after CY + 2 years records are to be microfilmed)  
FE + 5 years |

### INSURANCE RECORDS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION</th>
<th>RECORD HOLDER</th>
<th>RETENTION PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance Claim Records</td>
<td>Records documenting a claim filed</td>
<td>VP for Business Affairs</td>
<td>FE + 5 years</td>
</tr>
<tr>
<td>Insurance Policies</td>
<td>Liability, theft, fire, health, life, automobile, and other policies for the college property and personnel, including supporting documentation relevant to the implementation, modification, renewal, or replacement of policies</td>
<td>VP for Business Affairs</td>
<td>4 years after expiration or termination of the policy according to its terms</td>
</tr>
<tr>
<td>Insurance Reports</td>
<td></td>
<td>VP for Business Affairs</td>
<td>4 years after expiration or termination of the policy according to its terms</td>
</tr>
</tbody>
</table>

**Abbreviations Used:**
- AV - As long as administratively valuable
- CY - Current Year
- FE - Fiscal Year End
- LA - Life of Asset
- US - Until Superseded