Guidebook for Grant Seeking and Grant Management
# GUIDEBOOK OF GRANT SEEKING AND GRANT MANAGEMENT AT UT MARTIN

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INTRODUCTION

The Office of Research and Sponsored Programs (ORSP) provides direction and assistance to faculty, staff, and administration interested in seeking grants from government agencies and/or the private sector in support of academic programs and related activities that relate to the mission of UT Martin. The purpose of this guidebook is to provide assistance related to the development, implementation, and management of internally and externally funded projects. Proposals are submitted to sponsoring agencies with the understanding that it is the University that (1) commits to the completion of the proposed work; (2) designates space, human, and fiscal resources; and (3) assumes responsibility for the satisfactory completion of the proposed project.

The ORSP seeks to build an infrastructure for supporting a fully functional grants and sponsored projects office including oversight on matching and in-kind contributions, budgets, campus approval processes, and other pre-award services and activities. The overarching goals of the ORSP are to:

- Establish and promote an environment supportive of developing and sustaining faculty interest and involvement in grant proposal preparation, submission, acquisition, and management.
- Protect the integrity of the institution through policies, procedures, and communication with funding sources.
- Ensure the integrity of the handling of intellectual property, sponsored project funds, compliance with funders’ rules, regulations, and meeting ethical and legal requirements.
- Further the goals of the institution through grants, projects, research and programs funded by sources outside of the institution.

Mission Statement

The mission of the Office of Research and Sponsored Programs (ORSP) is to provide high quality support to members of the campus community in pursuing and managing their research and development activities sponsored by internal and/or external agencies, private sectors, and organizations. The ORSP provides direction and assistance to faculty, staff, and administration interested in seeking grants in support of academic programs and interconnected activities that relate to the mission of University of Tennessee Martin (UT Martin). The following goals have been established that are interrelated and designed to support the teaching, learning, research, and community outreach of UT Martin: (1) increase and maintain UT Martin's volume of competitive sponsored funding; (2) assure research integrity with federal and state laws and regulations, sponsored program guidelines, and university policies and procedures; and (3) promote faculty development and interdisciplinary research opportunities.

Serving as the designated official unit on campus responsible for reviewing and analyzing proposals before submission. All proposals, grants, and contracts must be submitted through the ORSP so that compliance with various sponsors, university, or other regulations and guidelines pertaining to external funding can be assured. The Office facilitates access to information regarding granting agency policies and procedures when and where needed. In other instances, the ORSP recommends funding agencies for specific projects. Specifically, the office is responsible for the promotion and administration of research and creative activities within the University by providing the following services:

- Identifying funding opportunities
- Disseminating grant-related information to faculty and administrators
- Organizing and supporting the development of grant proposals and budgets
- Facilitating grant writing workshops to assist faculty in developing competitive proposals
- Reviewing and approving proposals before submission to ensure compliance with both UT Martin standards and sponsor requirements
- Assisting with research and statistics needed for proposal development
• Reviewing and synthesizing contracts and sub-contracts awarded to the university

**ROLES AND RESPONSIBILITIES**
The development, execution, submission of sponsored programs involves many people and support groups. A matrix has been developed outlining the processes and identifying personnel responsible for completing the tasks (See appendix A).

**Grant Specialist**
Each academic department has an assigned Grant Specialist who coordinates sponsored program proposal development. The role of the Grant Specialist is to assist faculty/staff members with pre-proposal planning, proposal and budget development, with the ultimate goal of promoting a campus culture supportive of external funding activities.

**Principal Investigator**
The term Principal Investigator (PI) and Project Director (PD) are interchangeable and denote the individual responsible for and held accountable for the development, implementation, and management of a sponsored project or program. It is the PI’s responsibility to notify his/her Department Chair or Dean, and Grant Specialist of their intent to submit a grant proposal. This communication is important because often, sponsoring agencies will only allow one grant proposal per campus to be submitted for consideration. The PI is required to maintain the proper conduct of the project or program at all times. In turn, UT Martin is legally responsible and held accountable to the funding agency to uphold the scope of the project work and financial aspects by the requirements of the agency and the university.

**Principle Investigator Eligibility**
All full time staff and faculty members in tenure, tenure-track, and non-tenure track appointments are eligible to serve as the PI on a sponsored project. However, adjunct faculty members are typically ineligible to serve as a PI.

**Sponsored Projects Accountant**
The Sponsored Projects Accountant coordinates the post-award administration for sponsored projects. The responsibilities of the Sponsored Projects Accountant include ensuring that all proper finance compliance policies and procedures are implemented and adhered to, providing accurate and timely invoices and financial reports to sponsors, providing training to university personnel on accounting procedures for sponsored projects, and providing regulatory guidance to principal investigators and department heads.

**Contracts Coordinator**
The Contracts Coordinator provides support to faculty/staff with the facilitation of the contracts process. All contracts must comply with all federal and state regulations and the university fiscal management policies regarding contracts and agreements. The Contracts Coordinator is the official officer of the university who has the authority to negotiate legal/fiscal terms with a vendor, classify contracts as delegated or non-delegated, and obtain signatures from both parties in a contract. *The Chancellor and Vice Chancellor for Finance & Administration the only authorized officials who can sign contracts or cooperative agreements.*
IDENTIFYING FUNDING OPPORTUNITIES

Developing an Idea
The preliminary work is one of the most critical components of developing a proposal. Before writing a proposal, the project idea should be conceptualized and outlined in the form of an executive summary. The figure below depicts the ideal steps to developing a project including the implementation phase. When developing a project, the use of an executive summary can be beneficial when seeking potential project collaborators and support from stakeholders. The executive summary should encompass the proposed project’s purpose, goals, objectives, and methods without having to read the proposal in its entirety. It is essential to meet with your assigned Grant Specialist to discuss current and future research interests or projects. The Grant Specialist will work with the Project Director (PD) to identify potential funding opportunities based on the PD’s research interests and current projects.

ProQuest Pivot
Pivot is a searchable database of funding opportunities that are available to UT Martin faculty and staff. This user-friendly platform allows you to search for avenues for funding, view funding opportunities, collaborate with colleagues and manage the results of the process to build a funding strategy that supports both immediate and long-term funding needs. To access Pivot, visit https://pivot.cos.com. You will need to register using your utm.edu email address. Additional information on how to access Pivot is available on the ORSP website.

Top Websites for Funding Opportunities
The ORSP maintains an up-to-date list of federal, state, and local corporate funding opportunities obtained for federal and non-federal websites. We distribute this information to campus through general and targeted email announcements and website postings. The most common websites to identify federal funding include the following:

Grants.gov
National Endowment for the Arts (NEA)
National Endowment for the Humanities (NEH)
National Science Foundation (NSF)
U.S. Department of Agriculture (USDA)
U.S. Department of Education (ED)
U.S. Department of Energy
U.S. Department of Interior
U.S. Department of Justice (DOJ)
Small Business Development Centers (SBDCs)
PROPOSAL DEVELOPMENT

Proposal Guidelines for Solicited Grant Proposals

It is important for the PD to review the Requests for Proposals (RFP) when determining if a funding opportunity is a good match. The RFP for solicited grant proposals generally provides guidelines that describe the procedures to follow in preparing a proposal for funding under a specific program. Included in the guidelines are things such as:

- The deadline date for submission of the proposal and intergovernmental review, if applicable
- Total funds available for awards; approximate number of awards to be made; range of award amounts
- Eligible applicants
- Program priorities
- Review/selection criteria
- Required proposal components
- Procedures for submitting the proposal
- Agency point of contact

Proposals with no formal announcement or RFP made by the potential funding agency are considered unsolicited. The university procedure for submission of such proposals is the same as solicited proposals.

Proposal Narratives

The narrative is a critical component of the proposal. Most funding agencies provide guidelines and formatting instructions for submission. It is the PI’s responsibility to prepare the narrative according to the funding agencies guidelines. When instructions are not provided, a complete proposal would include the following:

1. **Proposal Abstract/Summary** – clearly and concisely summarizes the request
2. **Introduction** – describes the applicant’s qualifications or "creditability."
3. **Problem Statement/Needs Assessment** – documents the needs to be met or problems to be solved by the proposed funding
4. **Goals** – broad description of what you want to accomplish
5. **Objectives** – describes measurable, specific activities on how you will achieve your goal
6. **Methods or Design** – describes the activities to be employed to achieve the desired results
7. **Evaluation Plan** – presents a plan for determining the degree to which objectives are met, and methods are followed
8. **Dissemination Plan** – describes how the results of the project will be shared with the public and/or made available to others
9. **Sustainability** – describes a plan for continuation beyond the grant period or the availability of other resources necessary to implement the grant
10. **Key Personnel** – describes all key people involved in the project and the role they will serve (i.e., Project Director, Co-Project Director, Program Evaluator, Program Manager, etc.). This also includes their qualifications
11. **Budget, Narrative, Justification** - clearly delineates costs to be met by the funding source and those to be provided by the applicant or other parties

BUDGET DEVELOPMENT

All grant and contract budgets must be prepared in accordance with the UT Fiscal Policies and funding agency guidelines. Budgets provide a detailed list of proposed expenses required to implement the project. Cost estimates need to be as accurate as possible to cover the expenses proposed in the project. The budget should be developed with your assigned Grant Specialist. Sponsors customarily specify how budgets should be presented.
and what costs are allowable. Grant budgets must not request support for expenses that are recovered through UT Martin’s facilities & administrative cost calculation. Doing so would be considered “double-dipping” of expenses and could result in penalties to the institution. It is critical that all costs charged to a grant are:

Allocable to the operation of the grant program (not to be used for general departmental purposes)

Allowable by UT policy, sponsor policies, and Uniform Guidance (federal government regulations on costs which can be charged to grants and contracts);

Reasonable and Necessary for the performance of the project; and Consistently Treated by UT in similar situations.

Facilities & Administrative (Indirect Costs) are broad categories of costs. These are costs that are incurred for common or joint objectives and, therefore, cannot be identified readily and specifically with a particular sponsored project, an instructional activity, or any other institutional activity. "Facilities" is defined as depreciation and use allowances, interest on debt associated with certain buildings, equipment and capital improvements, operation and maintenance expenses, and library expenses. "Administration" is defined as general administration and general expenses, departmental administration, sponsored projects administration, student administration, and services, etc.

UT Martin’s predetermined federally negotiated F&A rates are 53% for on-campus research projects/programs and 20% for all off-campus research projects/programs. The F&A rates are figured on salaries and wages including vacation, holiday, sick pay and other paid absences but excluding all other fringe benefits. Grants and contracts will not be subject to more than one F&A cost rate. If more than 50% of a project is performed off-campus, the off-campus rate will apply to the entire project. UT Martin’s cognizant Federal Agency is U.S. Department of Health and Human Services.

Facilities & Administration Distribution Policy
UT Martin has an F&A distribution policy to stimulate grantsmanship among faculty and staff. The Sponsored Projects Accountant distributes all indirect monies annually according to the following percentages:

- E&G 25%
- Faculty Research 25%
- College* 10%
- Department/Unit 25%
- Principle Investigator(s) 15%

*The appropriate Vice Chancellor will receive these funds for units who do not report through a college. The distribution percentage is subject to change.

Faculty Release Time
A faculty member may secure administrative approval to be released from some scheduled duties to provide time for research, public service, or related professional activities. Before the beginning of the academic year, the department chair and respective dean reviews anticipated faculty workloads to determine commitments for teaching, research, and public service activities. Release time may be arranged following negotiation between all concerned parties, provided that satisfactory arrangements are also made to assure that all assigned teaching duties are performed to the satisfaction of the faculty members of the department concerned. **F&A funds cannot be used to supplement faculty salaries or for course buyouts. Additionally, the Project Directors are not allowed to receive “extra pay” during the academic year for working on a grant.** The project director’s salary will be released back to his/her department based upon the percentage of time spent on a grant. Please refer to UT Fiscal Policy, FI0207- Sponsored Projects - Salary Policy, for more specific information.

Budget Justification
A budget justification (also referred to as a budget narrative) details the need for each item requested in the proposed budget for a grant. The justification should describe the costs for each line item, along with how they were calculated for each project year. Sections of a budget justification are outlined in the chart below. Please note that the chart below is not a comprehensive list of items that may or may not be included in the budget justification.

| **Key Personnel Salaries and Fringe Benefits** | Describes all key personnel’s percentage of time committed to working on the proposed project. This section should include what tasks the key personnel will be conducting for the project period. |
| **Travel** | Describes costs of airfare, lodging, mileage, meals, etc. using the predetermined per diem rates established by CONUS. Conference registration fees should be included as well. |
| **Materials/Supplies** | The PI should assess and determine what necessary materials and supplies are required to perform each activity of the proposed project as it relates to the project goal and objectives. |
| **Equipment** | Describes the required equipment needed to perform the proposed project activities. Any equipment costing $5,000 or more should be itemized in detail within the proposal. Failure to do so may require prior written approval from the funding agency before purchasing the equipment. |
| **Additional Direct Costs** | Describes additional direct costs that will be charged to the grant. Examples include publication costs, printing, and duplicating costs, maintenance costs, participant support costs, contractual costs, etc. |
| **Indirect Costs** | If allowable, indirect costs will be included with a description of what rates were used as well as how they were calculated. |
PROPOSAL REVIEW AND SUBMISSION
Submission Policy
All applications for external funding, whether federal, state, local or private, must be reviewed, approved and submitted by ORSP. This procedure protects the PD and the University in their interaction with external funders. A grant or contract is a binding agreement between UT Martin and an external entity, involving the commitment of university resources in the form of space, personnel, and/or goods and services. All grant funded activities are subject to the internal policies and procedures of the University and the regulations which apply to UT Martin as a state institution. The figure below depicts an ideal example of the proposal process timeline.

CAYUSE USER SUPPORT
All universities within the UT System use the grants management system Cayuse for routing and reporting all grant proposals. Every proposal submitted to an agency must be routed internally through Cayuse before submitting to the funding agency. UT Martin has detailed resources for using Cayuse, such as instructions and video tutorials on the ORSP website. If additional help is needed, your assigned Grant Specialist can assist you when entering your proposals into Cayuse.

RESEARCH ETHICS AND COMPLAINECE
Institutional Review Board for the Protection of Human Subjects in Research
The Institutional Review Board for the Protection of Human Subjects in Research (IRB) is responsible for reviewing and approving applications involving human subjects in research to ensure that faculty and student researchers are compliant with federal and state regulations and guidelines. An IRB committee has been designated to approve, monitor, and review research involving human subjects. UT Martin’s IRB committee is comprised of seven (7) faculty members with strong backgrounds in research involving human subjects (one
representative from each academic college and one additional faculty member representing each of the two colleges with the largest number of student IRB proposals) chosen by the Administrative Committee on Committees to serve three-year overlapping terms. In addition, one (1) public member representing general community interests to serve a one-year term to be appointed as follows: the members of the committee shall compile a list of nominees acceptable to the full committee and submit it to the Director of Research and Sponsored Programs who, in consultation with the Provost and Vice Chancellor for Academic Affairs, shall select the community representative from the prepared list. The IRB Institutional Liaison will serve as an ex-officio non-voting member.

**Informed Consent**

Obtaining informed consent from research participants is a basic ethical obligation and a legal requirement for researchers. How that consent is obtained and documented varies based on the research design and the level of risk. Informed consent is a process by which you disclose relevant information about the research study such as the purpose, procedures, risks, benefits, etc. It is the PI’s responsibility to inform the subjects that participation will be voluntary, confidential, anonymous. Information required to make an informed decision must be provided to the participants in a manner that they will understand. Informed consent should be seen as an educational interaction between the researcher and the people who participate in the research activity from the recruitment stage throughout the study.

Unless waived by the IRB, the PI (1) must obtain the informed consent of the subject or the subject’s legal representative, (2) must provide the subject sufficient opportunity to consider participation, and (3) must minimize undue influence. The IRB will review each study to ensure that the following general requirements of informed consent are satisfied:

- Informed consent must be obtained from the participants or their legally authorized representatives before the research begins;
- Information must be conveyed in a manner that is understandable to the participants;
- Participants must be given sufficient opportunity to consider whether they want to participate;
- Vulnerable subjects must be protected with special safeguards;
- Consent must be given without coercion or undue influence; and
- Subjects must not be made to give up legal rights or be given the impression that they are being asked to do so.

Please refer to [https://www.utm.edu/departments/rgc/irb.php](https://www.utm.edu/departments/rgc/irb.php) for more information regarding project classification and other information.

**The Institutional Animal Care and Use Committee**

The Institutional Animal Care and Use Committee (IACUC) is responsible for overseeing the use of animals and animal facilities, and for the review of basic science and biomedical research and teaching activities involving animals conducted at, or in association with UT Martin. The IACUC ensures that animal care and use complies with all federal, state, and local regulations as well as University policy. The IACUC is the principal advisory source on humane care and use of animals within the University and, as such, the appropriate body for reviewing and investigating concerns or complaints involving the appropriate care and use of animals.

UT Martin’s IACUC committee is comprised of at least five (5) members including a veterinarian trained in laboratory animal care, at least one faculty member actively involved in animal research or teaching, one individual having no official affiliation with the University and non-family member affiliated with the University, and one individual whose primary vocation is nonscientific in nature. Excluding the laboratory animal veterinarian(s), no more than three members shall be from the same department. The Committee has the authority
to negotiate modifications, suspend or terminate animal use that is not in compliance with these regulations. The Committee shall review the University animal program semiannually and inspect all University animal facilities, and review and approve the care and use of all animals as described in animal use protocols.

**GLOSSARY**

**Award:** Financial assistance that provides support of stimulation to accomplish a public purpose. This includes grants and other agreements in the form of money or parity, in lieu of money by the agency to an eligible recipient. This does not include technical assistance, loans, loan guarantees, interest subsidies, or insurance.

**Budget Justification/Narrative:** A brief description that may accompany a budget; can be used to clarify specific line items, explain how the costs were estimated, and/or justify the need for the costs.

**Budget Period:** The interval of time (usually 12 months) into which the project period is divided for budgetary and reporting purposes.

**Contract:** A procurement contract under an award or subaward. A contract is required any time a funding agency agrees to provide funds to the university in exchange for a product or service. Contracts must be reviewed for legality and approved by the university’s Vice Chancellor for Finance and Administration. For this reason, all proposed contracts need to be submitted to the ORSP with sufficient lead-time to provide for the required reviews and approvals prior to the effective date on the contract.

**Cooperative Agreement:** A legal agreement between the federal government and any other entity. It is the transfer of something of value, usually money, to a state government, municipality or private company for a public purpose.

**Cost Sharing/Matching Requirements.** The portion of the allowable project costs not borne by the sponsor. This includes the value of in-kind contributions and may be in the form of time and effort of personnel working on the project, cash dollars, or other costs towards the total project expenses. Some sponsoring agencies require a cost share or a match in varying amounts. The Program Guidelines and Application will provide this information. The Project Director/Principal Investigator will need to discuss any cost sharing/match requirements with his/her department chair and/or dean prior to writing the proposal. All cost sharing/match requirements must be noted in Cayuse with an explanation of where these are coming from.

**Direct Costs:** Allowable costs incident to the performance of a sponsored agreement. (For a complete discussion of Factors Affecting Allowability of Costs, see http://www.whitehouse.gov/omb/circulars. See UT Fiscal Policies on grants and contracts (F10205) for further discussion (http://www.tennessee.edu/policies). These are costs directly related to the tenure of the project. These are divided into personnel (salaries, wages, consultant fees, fringe benefits) and non-personnel (equipment, supplies, travel, publication charges). Space and utilities may be listed as either Direct Costs or Indirect Costs, depending upon what is allowed by the sponsoring agency.

**Equipment:** Non-expendable, tangible property (including information technology systems) that has a useful life of more than one year and an acquisition cost that equals or exceeds $5,000.

**Facilities and Administrative Costs (indirect):** Costs that are incurred for common or joint objectives and, therefore, cannot be identified readily and specifically with a particular sponsored project, an instructional activity, or any other institutional activity (OMB A-21). See UT Fiscal Policies on grants and contracts (F10205)
for further discussion (http://www.tennessee.edu/policies). Some sponsors allow a calculated percentage of the direct costs to be added to the budget request. The indirect cost rate represents the ratio between total indirect costs and benefiting direct costs.

Organizations regularly receiving federal grants have an approved federal indirect cost rate that is included in the budgets of federal proposals. Indirect costs are divided into two (2) categories: (1) Facilities – depreciation and use allowances on building, equipment and capital improvement, interest on debt associated with certain building, equipment and capital improvements, and operational and maintenance expenses; (2) Administration – general administration and general expenses (e. g., directors’ office, accounting, library, other items not specifically listed under “facilities”). Foundations usually use the term “administrative costs” rather than indirect costs. Corporations use the term “overhead” to mean indirect costs.

**Funding Period:** The period when funding is available for obligation by the recipient. In many cases, especially with multi-year awards, this period is not the same as the budget period.

**Grant:** The award by the sponsoring agency of funds to an eligible organization or individual to assist in meeting the costs of conducting, for the benefit of the public, an identified project that is intended and designed to accomplish the purpose of the program as identified in the guidelines (of the agency – specified program).

**Project:** The particular activity within the scope of the program supported by the grant award.

**Project Director/Principal Investigator:** In most instances, the Project Director and the Principal Investigator (PD/PI) will be the same person. This is the single individual designated by the grantee in the grant application and approved by the Secretary (of the agency) who is responsible for the direction and management of the project. This may be any person who is personally and professionally qualified to conduct the project determined by the submitting college, center, school, or unit for whom the submitting component will assume full responsibility consistent with other obligations it assumes when transmitting this proposal (UT Policy FI0205). This person must be an employee with UT Martin during the project period. Graduate students may not serve as the PD for any grants.

**Project period:** The period, as stated in the award document and modifications, if any, during which sponsorship begins and ends.

**Recipient:** An organization receiving financial assistance from the agency to carry out a project or program.

**Sponsored Research:** Sponsored research is any project supported by external funds received by the University as a result of some communication such as a letter, application, or other written proposal approved and submitted by an authorized University official. Additional characteristics of sponsored research are: restrictions on the use of funds; limitations on the use of project data, inventions, and other products; published application guidelines or procedures; specified staff performances and/or project objectives; other reports. The following are not considered sponsored research: faculty fellowships, gifts, and bequests to the University, student financial aid, and general solicitations resulting in funds collected by the University’s Office of Development.

**Subaward:** An award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program.
Institutional and Fiscal Data Reference Guide
The following UT Martin information may be required on proposal forms and other grant documents. You may contact the ORSP if you need additional information not listed here.

- Congressional District (U.S. Congress): 8th
- State House District: 76th
- State Senate District: 24th
- State Development District: Northwest
- DUNS (Dun & Bradstreet) Number: 62-5464235
- EIN (Employee ID or Taxpayer ID) Number: 62-6001636
- Federalwide Assurance: FWA00010216 (Human Subjects Approval) (valid through 07/31/2020)
- IRB Number: 00004802
- Animal Welfare Assurance Number: 63-R-0119 (valid through 6/28/2021)
- IPEDS (Integrated Postsecondary Education Data System) Code: 221768
- CAGE (Commercial And Government Entity) Code: 1R8L2
- Carnegie Classification: Masters Level
- FICE (Federal Interagency Commission on Education) Code: 003531OPE ID# 00353100
- NCAIS (North American Industry Classification System) Number: 611310
- SAM (CCR) Registration active through September 25th, 2018
- The Treasurer’s Office has made a new Sales and Use Tax Exemption Certificate, effective July 1, 2015. Click this [link](#) and your Net ID and Password to access it on the IRIS on the Web portal.
- Facilities & Administrative Costs (Indirect Costs) July 1, 2016 - June 30, 2020: 53% on campus; 20% off campus F&A is allowed.
CONTACT US!
The Office of Research and Sponsored Programs seeks to provide direction and assistance to faculty, staff, and administration interested in seeking grants from government agencies and the private sector that relate to the mission of UT Martin. If you are considering applying for external funding, your first stop should be our office!

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## Appendix A: ORSP Roles and Responsibilities Matrix

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<th>Activities</th>
<th>PD / PI</th>
<th>Department Chair / Dean</th>
<th>ORSP Staff</th>
<th>Grant Accountant</th>
<th>Contracts Coordinator</th>
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<td>Provide guidance and support on funding opportunities, strategies, research/program ideas.</td>
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<td>Organize and assist the development of proposals and budgets to ensure compliance with University policies and funding agency’s guidelines.</td>
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<td>Review the funding agency’s program requirements to identify cost-share or matching, eligibility restrictions, limitations on the use of funding, etc.</td>
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<td>Review proposal guidelines, application instructions, and other key informational resources located in the funding announcement (proposal formatting such as font, size, spacing, etc.).</td>
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<td>Write technical narrative.</td>
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<td>Identify and complete supporting documents (Letters of Support/Commitment, Key Personnel Bio-Sketches, Current and Pending Support, Data Management Plans, etc.).</td>
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<td>Develop a budget and write a budget justification.</td>
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<td>Prepare required assurances and certification, application pages, and budget forms (SF424, SF524, etc.).</td>
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<td>Complete compliance forms when necessary (Institutional Review Board, Animal Care, and Use, Conflict of Interest, etc.).</td>
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<td>Review proposal in its entirety before submission.</td>
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<td>Complete Cayuse SP routing process for approval.</td>
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<td>Upload and submit grants to the funding agency.</td>
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<td>Notify appropriate university offices of notification of funded awards.</td>
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<td>Revise/amend project narratives and budgets as required by the funding agency.</td>
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<td>Accept the award and approve terms and conditions.</td>
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<td>Management of project and sponsor reports.</td>
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<tr>
<td>Financial audits and reporting.</td>
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<td>Review contracts for accuracy and compliance.</td>
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<td>Expenditure monitoring.</td>
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Appendix B: The ORSP’s Tips on How to Write a Letter of Support

Letters of support can be a critical component to your grant proposal. Letters of support from potential collaborators, university officials, congressional representatives, and other key stakeholders can help endorse your proposal and serve as a powerful influence when requesting grant funds. The outline below contains examples and the action steps required to write a successful letter of support.

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Examples</th>
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<tbody>
<tr>
<td>#1: Articulate who you are writing the letter of support for and why.</td>
<td>“The University of Tennessee at Martin has the full support of (organization name) to implement an innovative teaching methodology to enhance pedagogical skills promote experiential learning opportunities.”</td>
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<td>“Please accept this letter of support on behalf of (organization name) in regards to the (grant name/program) to increase diversity in the STEM field.”</td>
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<td>#2: Articulate the potential impact and/or expected benefit of the proposed project to the organization, community, stakeholders, etc. You may be as specific or general as you need to be.</td>
<td>“The grant activities will improve the preparation of novice teachers to become highly effective educators.”</td>
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<td>“(Organization name) believe our support and commitment will directly impact the outcomes you seek for the STEM+C grant.”</td>
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<tr>
<td>#3: Articulate the relationship and background of the organization and UT Martin.</td>
<td>“Over the past five years, we (organization name) have worked collaboratively with UT Martin to provide professional development to our K-12 teachers.”</td>
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<td>“(Organization name) has worked with UT Martin through their engineering program and has hired UT Martin graduates as employees for our company.”</td>
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<tr>
<td>#4: Articulate the challenges of the organization in regards to the project activities. This could include a lack of technology, lack of professional development, socio-economic gaps, etc.</td>
<td>“Our schools are located in a uniquely rural area where many of our students have limited access to healthy food choices.”</td>
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<td>“In recent years, the agricultural education profession has experienced continual shortages to fill positions in schools.”</td>
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<tr>
<td>#5: Articulate how the proposed project will meet the needs of the organization.</td>
<td>“(The organization name) believe this grant project represents a teacher preparation and professional development opportunity for our future and current agriculture teachers that will positively enhance their classroom environment.”</td>
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<td>“The City of Martin recognizes the economic impact that UT Martin brings to our community, and also the rich expertise of their faculty and the vitality of their students bring to our community. The drum circles will offer a creative opportunity to engage different sectors of our community in a conventional art experience.”</td>
</tr>
</tbody>
</table>
| #6: Articulate any final endorsements. | “This partnership is timely and necessary as our district moves forward with a plan for recruiting, hiring, and retaining highly effective teachers.”  
| | “We are excited about the possibilities that a partnership of this magnitude will afford both the university and our organization.” |
Appendix C: How to Write an Executive Summary

An executive summary is a one-page or less document that outlines the key points/activities of the proposed project. It could include the following four (4) sections:

1. **Proposed Initiative:** Provide a brief statement on the proposed project as it relates to the funding agency’s goal and/or purpose. Be sure to include the name of the project and which program track the proposed project applies to, if applicable.

   *Example: “The University of Tennessee at Martin proposes the STAR (Successful Teachers Achieve Results) project that seeks to increase the number of highly effective educators in agricultural education. The STAR project will address the Competitive Preference Priority: Promoting teacher effectiveness, with a particular focus on integrating technology into the curricula.”*

2. **Need/Problem Statement:** Briefly describe the need for the proposed project. Articulate what problems will be addressed through the implementation of the project.

   *Example: “Currently, there is no cohesive statewide strategy among the universities and colleges to develop a seamless transfer pathway that connects associate programs with four year institutions. As a result, there is a need to develop a clear pathway that leads to a bachelor’s degree at the public and private universities across the state.”*

3. **Purpose:** Provide a brief statement on the purpose of the proposed project and its potential impact.

   *Example: “The purpose of this Higher Education Challenge Conference grant is to engage TN Community Colleges to create a more seamless career pathway leading to a B.S. degree in Agriculture and related Applied Sciences. It is expected that bringing faculty together from across the state will help create better pathways for students to pursue agricultural education and careers. It will also help increase the diversity of students as it will directly promote agricultural careers in the community colleges and technical colleges.”*

4. **Goals and Objectives:** Briefly describe the overarching project goal and three connecting measurable objectives. It is vital that the proposed goals and objectives align with the funding agency’s goals and objectives.

   *Example: “The ultimate goal of the project is to develop a multi-institution grant to help Tennessee institutions in creating a systematic methodology for articulation agreements among all institutions. Specific objectives would be through a strategic planning process:*

     1. **Invite TN Community Colleges and four year Institutions offering or interested in offering programs in Agriculture.**
     2. **Identify Associate degree tracts that would easily feed into existing Agriculture and Applied Sciences programs at TN 4-year institutions.**
     3. **Plan new and/or modify existing TN Transfer Pathways leading to B.S. degrees in Agriculture and the Applied Sciences.”**
Appendix D: How to Write an Informed Consent Document

INFORMED CONSENT STATEMENT
(Researcher’s Name)
(List project title here)
(Department/UT Martin)

Introduction
• State that participants are invited to participate in a research study approved by IRB Docket #
• State the purpose/objective of the research.

Information about Participants’ Involvement in the Study
• List all procedures, preferably in chronological order, which will be employed in the research.
• Point out any procedures that are considered experimental.
• Clearly explain technical and medical terminology using non-technical language.
• Explain all procedures using language that is appropriate for the expected reading level of the participants.
• State the amount of time required of participants per session and for the total duration of the research.
• If audio taping, videotaping, or film procedures are to be used, provide information about the use of these procedures.

Risks
• List all reasonably foreseeable risks, if any, of each of the procedures to be used in the research, and any measures that will be used to minimize the risks.

Benefits
• List the benefits the applicant anticipates will be achieved from this research, either to the participants, others, or to the body of knowledge.

Confidentiality
• State that the information in the research records will be kept confidential.
• State how the data will be coded.
• Data will be stored securely and where.
• State that data will be made available only to the persons conducting the research, unless participants specifically give permission in writing to do otherwise.
• No reference will be made in oral or written reports that could link participants to the research.

Compensation (If applicable to the study, add compensation information here)
• Indicate what participants will receive for their participation in this study.
• Indicate other ways participants can earn the same amount of credit or compensation.
• State whether participants will be eligible for compensation if they withdraw from the study prior to its completion.
• If compensation is prorated throughout the participant’s involvement, indicate the points/stages at which compensation changes during the study.

Emergency Medical Treatment Statement

INFORMED CONSENT STATEMENT
(Researcher’s Name)
(List project title here)
(Department/UT Martin)

Introduction
• State that participants are invited to participate in a research study approved by IRB Docket #
• State the purpose/objective of the research.

Information about Participants’ Involvement in the Study
• List all procedures, preferably in chronological order, which will be employed in the research.
• Point out any procedures that are considered experimental.
• Clearly explain technical and medical terminology using non-technical language.
• Explain all procedures using language that is appropriate for the expected reading level of the participants.
• State the amount of time required of participants per session and for the total duration of the research.
• If audio taping, videotaping, or film procedures are to be used, provide information about the use of these procedures.

Risks
• List all reasonably foreseeable risks, if any, of each of the procedures to be used in the research, and any measures that will be used to minimize the risks.

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• Indicate other ways participants can earn the same amount of credit or compensation.
• State whether participants will be eligible for compensation if they withdraw from the study prior to its completion.
• If compensation is prorated throughout the participant’s involvement, indicate the points/stages at which compensation changes during the study.

Emergency Medical Treatment Statement
The University of Tennessee at Martin does not “automatically” reimburse participants for medical claims. If physical injury is suffered in the course of research, please notify the investigator in charge. (List investigator’s name and telephone number)

**Contact Information Statement**

If there are any questions at any time about the study or the procedures, or the applicant experiences adverse effects as a result of participating in this study, he/she may contact the researcher, (Name), at (Office address), or (Office phone number). If there are any questions about the applicant’s rights as a participant, contact the Compliance Section in the Office of Research and Sponsored Programs, 100 Hall Moody Administration Building, or by calling 731.881.7015.

**Participation Statement**

Participation in this study is voluntary. You may decline to participate without penalty or loss of benefits. If you decide to participate, you may withdraw from the study at any time without penalty and without loss of benefits to which you are otherwise entitled.

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**Note:** Please delineate the “Consent” section of the Informed Consent Form by drawing a line across the page. This delineation is especially important when your consent form grammar shifts from second person, as show in the example below.

**Consent**

I have read the above information, and I have received a copy of this form. I agree to participate in this study.

Participant’s Signature ___________________________ Date______________
Investigator’s Signature ___________________________ Date______________

**Additional notes regarding Consent Forms:**

- Researchers are urged by the IRB Committee to use the wording in the checklist and follow the format in the sample unless research-supported reasons are provided for alternative wording.
- Use of alternative wording or different format may slow down the review process.
- All sections of the consent form, except the “Consent Section” should be written in the second person, for example: “You are invited…” Use of the first person can be interpreted as suggestive and coercive.
- Participants’ initials must be placed on the bottom front page of two-sided/two-page consent forms.
Appendix E: How to Write a Biosketch

Biosketches can include publications, grants, and relevant research experience. It is a shorter version of a resume of vitae that gives the reviewer or reader a brief highlight on your character, qualifications, accomplishments, etc.

Name:

Contact Information:

Education and Training:

**Personal Statement:** include a brief personal statement and any peer-reviewed publications that highlight your work experience and qualifications

Work Experience:

Professional Memberships:

Honors:

**Contribution to Research:** describe of your most significant contributions to research

**Research Support/Scholastic Performance:** include any ongoing and completed research awards if any