

# Claremont McKenna College Government Grants Handbook

## I. Introduction

The Claremont McKenna College Office of Sponsored Research exists to provide assistance to faculty members seeking government support for research, curricular, and equipment purposes. Faculty members from CMC and the Joint Sciences Department all have access to the services of the Office. The Office of Sponsored Research is an arm of the Dean of Faculty's Office and is located in Building B on Center Court in B-15. Dr. Winnie Wang is the Director of the Office. Phone number: x79283; [wwang@cmc.edu](mailto:wwang@cmc.edu)

This manual is designed to assist faculty in the preparation of grants to government sources. It is a reference guide prepared by the Office of Sponsored Research to provide guidance in submitting, writing, managing, and administering grant proposals and awards. It also includes the College's policies and procedures related to grant supported research. The handbook is available on-line at:

<http://www.research.claremontmckenna.edu/grantshandbook>.

## Frequently Asked Questions (FAQ)

### 1. What is sponsored research?

At CMC, sponsored research refers to any project that is funded through U.S. government sources regardless of the agency and including both grants and contracts.

### 2. Does CMC actively encourage faculty to seek outside funding for research and scholarly purposes?

Yes. The College provides support for government funding through the Office of Sponsored Research. The Office of Foundation and Corporate Relations, a branch of the Office of Development on Claremont Boulevard, assists faculty seeking research and other grant support from private non-governmental sources. Both offices are willing and able to assist faculty seeking outside support.

### 3. Where can I find available grant opportunities?

In addition to speaking with staff in the Offices of Sponsored Research and Foundation and Corporate Relations, the following on-line sources are very helpful.

[www.grants.gov](http://www.grants.gov) provides an excellent search engine that allows anyone to search for grant opportunities via funding opportunity number, keyword, agency, etc. Stay informed regarding new and updated opportunities by subscribing to email notifications.

<http://www.nsf.gov/funding/> search for funding opportunities with the National Science Foundation via keywords

<http://grants.nih.gov/grants/oer.htm> search for funding opportunities with the National Institutes of Health via keywords

<http://www.neh.gov/grants/grants.html> grant opportunities with the National Endowment for the Humanities are listed in alphabetical order

- 4. Do I have to have CMC approval to apply for a government grant?**  
Yes. You must notify the Office of Sponsored Research that you intend to submit a grant application. Prior to submission of the grant, a CMC Institutional Proposal Review Sheet must be completed including the signatures of the Dean of Faculty, Business Office, etc. If the grant will include released time, you must have your departmental chair's approval and the approval of the Dean of the Faculty prior to submission of the grant.
- 5. Where can I get the information I need to complete a grant application?**  
The Office of Sponsored Research can provide the institutional information you will need. The Director of Budgeting and Grants Administration in the Office of the Treasurer can provide any additional financial and/or budgetary information you may need.
- 6. Does the College return any of the overhead support it receives to the Principal Investigator (PI)?**  
Yes. The College returns 25% of the overhead support it receives to the PI. It may be used for the grant or for other professional related expenses.
- 7. Can I submit the grant directly on my own?**  
No. All government grants must be submitted electronically by the College, normally through the Office of Sponsored Research. Non-government grants are normally submitted by the Office of Foundations and Corporate relations.
- 8. If the grant application is denied funding should I resubmit?**  
Yes. Do not be discouraged if you are denied funding. You should review the comments you received from the agency's reviewers, try to incorporate them into a revised proposal, and resubmit. We have several examples of proposals being funded after more than one resubmission.
- 9. What if I am unable to complete the project before the time period of the grant runs out?**  
You can apply for a no-cost extension from the granting agency. Normally, these are approved without question for an additional year.
- 10. What if I run out of grant funds before the project is completed?**  
It is possible to apply for an additional period with additional funding.

### **Steps Involved in the Government Grant Application Process**

Develop your topic for research, identify the appropriate grant agency of interest, and/or speak with the Director of Sponsored Research about grant opportunities.

- Notify the Director of the Office of Sponsored Research to inform the College that you intend to submit a proposal for government funding.
- Speak with the grant agency of interest's program officer regarding your project via phone or email. Program officers are nearly always more than willing to help you develop your idea from project conception to the actual grant submission. In some cases, program officers will review rough drafts of your application for a grant and make suggestions for improvement. Utilize this resource as they are the most helpful people in the grant application process.
- Learn the submission dates for the program to which you are applying and remember that they cannot be extended. Take into account your own work time to prepare an application for submission and consider the time needed for other College offices to complete their part of the grant submission process.
- Plan and write your application strictly according to the agency's guidelines. Be certain to complete the application in its entirety.
- Have colleagues and peers review the application, revise it from the feedback, and perform final edits.
- Fill out the application forms and provide the Director of Sponsored Research with an electronic copy of the grant including all materials required for submission of the grant well in advance of the submission date.
- Prepare the budget, budget justification, and complete the CMC Institutional Proposal Review Sheet
- Discuss your budget with the Director of Sponsored Research and the Director of Budgeting and Grants Administration regarding the personnel involved with your project, fringe benefits, equipment, travel, participant support costs, supplies, overhead (indirect cost) rate, consultants, subcontracts, etc. There are institutional guidelines as well as agency guidelines that need to be applied to each grant. See Section below on Federal Grants Financial Procedures.
- The Office of Sponsored Research will route your CMC Institutional Proposal Review Sheet through to receive the appropriate institutional signatures and signoff on your grant. These signoffs include: The Office of Sponsored Research Office; the Treasurer's Office; and the Dean of the Faculty. The Dean of the Faculty must approve any course reductions or reduction in college workload based upon awarding of a grant.

- Authorize the Office of Sponsored Research electronic access to the final version of your grant that is ready for submission at least 10 working days before the grant submission deadline.
- The Office of Sponsored Research will submit the grant electronically.
- It usually takes 6-9 months to receive a response from the agency regarding the status of the grant and whether it was awarded or denied.
- During this time, faculty may be asked to revise and resubmit the grant budget.
- If a proposal is funded, the faculty will be notified electronically via email or in writing.
- After an award has been made, begin managing your grant. If the grant is not awarded, faculty members are strongly urged to consider resubmission.
- The budget officer in the Treasurer's Office will create prospective accounts should the grant be funded.
- The budget officer provides the faculty member with an account number and password to begin drawing down funds for purposes of the grant.
- Prepare any RFCs needed to begin the research by using <http://www.cuc.claremont.edu/cucfs/asp/admin/Resource/getExcel.asp?ID=74>
- Keep all receipts of any expenditures for submission to the Treasurer's Office.
- Keep an account of time expended on the grant.
- If any students or post-doctoral students will be involved working on the grant, make sure that you review the College's Policy on Responsible Conduct of Research available from the Office of Sponsored Research and ensure that you comply with it to train those students and post-docs who will work on the grant.
- Do not hire students or others to work on the grant until you have received approval for the hires from the Office of Human Resources.
- Write an annual report for submission to the granting agency according to their guidelines and timeframe for submission of the report.
- Upon completion of the project, prepare and submit a final report—timely submission of these reports is essential since failure to submit the report can jeopardize both CMC's and the PI's future receipt of federal grants.

## **II. Grants Administration**

The following are the administrators and offices that have responsibilities connected with faculty grants.

### **A. Dean of the Faculty**

The Dean of the Faculty is the College official responsible for policies relating to sponsored projects requiring College approval. The Dean or his designee must sign off on all grants prior to submission.

#### B. Director of Sponsored Research

The Director of Sponsored Research reports to the Dean of the Faculty and is responsible for reviewing and approving faculty research grants prior to obtaining the signature of the Dean of the Faculty and others. The office formally submits all government grants on-line to the appropriate granting agency. The Office of Sponsored Research is composed of the Director of Sponsored Research and a part-time student. The Office serves all CMC faculty and all Joint Science faculty at CMC, Pitzer, and Scripps colleges.

#### C. The Director of Budgeting and Grants Administration and the Office of Financial Services at the Pendleton Business Office of the Claremont University Consortium

The Director of Budgeting and Grants Administration in the CMC Treasurer's Office is responsible for assisting with the financial administration of grants. The Treasurer's Office is responsible for the implementation of CMC, sponsor, or regulatory agency policies as they pertain to the financial transactions of the College. The fringe benefits rate is set by the Treasurer's Office. In the post-award phase, the Treasurer's Office is responsible for 1) creating/updating the project budget in the College accounting system and reviewing the financial progress of the project, 2) processing all financial transactions, 3) providing monthly reports to Principal Investigators, showing detail for the month and a summary of the project expenditures to date, 4) preparing and submitting any interim and final financial reports required by the granting agency. The Office of Financial Services (OFS) is involved in accounting and financial reporting for many aspects of federal grants.

#### D. Human Resources

The Office of Human Resources is responsible for recruitment of new employees; administration of college provided benefit plans, acting in an advisory capacity in compensation issues, employee relations, and staff development, and compliance with all applicable state, federal, and local employment laws. All personnel paid for through a grant must follow the normal employment procedures of the College and be processed through Human Resources.

#### E. Federal Grants Financial Procedures

The following procedures have been established by the Office of the Treasurer to ensure compliance with federal and college financial and auditing requirements.

##### **Budget Review for Proposal Submissions**

The Director of Budgeting and Grants Administration (Director) should be consulted during the budget development process for all grant proposals. The Director must review all budgets and budget narratives prior to submission.

The budget review process includes verification that costs, including salaries, fringe benefits, and indirect costs, are realistically estimated and follow Claremont McKenna College (College) and granting agency policies. It also

includes review of cost-share and matching expenses included in the proposal that, if awarded, must be shown to be allowable and reasonable for accomplishment of the project, and be separately tracked and verified.

### **Budget Transfers**

The Principal Investigator (PI) should contact the Director if the grant budget requires adjusting. The PI will submit a budget revision for review and approval, optimally prior to the expense of grant funds. The [Budget Transfer Request](#) form will be completed and sent to the Director for input into the general ledger. The PI shall request prior approval from the awarding agency if there is a change in scope or the objective of the project, a change in a key person specified in the application or award document, or the absence of more than three months or a 25 percent reduction in time devoted to the project by the PI.

### **Cost Principles**

All charges to federal grants must be reasonable, allowable, and allocable to the project per Office of Management and Budget Circular A-21, Cost Principles for Educational Institutions (Circular A-21); in accordance with program proposals and objectives; clearly required for the project; consistent with the budget and justification established for the project; incurred within the project time period; and in accordance with federal, sponsor, state and College regulations and policies. Any deviations from the above require justification and/or additional sponsor approval.

### **Cost Transfers**

A cost transfer is the reassignment of an expense to a federal grant. Typically, a transfer should only occur when an error has occurred or the grant has been over expended. Circular A-21, as well as many federal agencies, has conditions and limitations on cost transfers. In most cases, a cost transfer to a federal grant is allowable if the expense is allowable in accordance with the terms and conditions of the award document, supported by documentation justifying the transfer, certified by the PI as to the correctness of the charge, and made in a timely manner.

### **Cost Transfer Process**

A [Journal Voucher](#) form is used to transfer an expense from one account to another. Requests for a transfer must be supported by documentation justifying the transfer. This justification should include an explanation of the transfer and how the expense is related to the sponsored project, an explanation of why the original expense was charged where it was charged, and, if over 90 days after the original transaction, why the error was not detected earlier.

## **Fiscal Management**

### **Account and Budget Creation**

Once a proposal is awarded, the award letter or subcontract will be forwarded to the Director. The Director will review the grant and set up general ledger accounts. A spreadsheet which includes the new grant numbers and budgets will be emailed to the PI.

The Director will meet with the PI to review fiscal procedures and any special requirements of the grant. The PI will complete the Signature Authorization Form for the grant. The Director will forward a copy of the award, proposal, budget and signature authorization form to the Staff Accountant at the Office of Financial Services (OFS).

### **Budget and Expense Monitoring**

Grant expenses may be made after the grant account has been established. All expenses must be approved in writing by the PI and subsequently by the Director to ensure expenses are budgeted within the grant. Expenses will be reviewed for unallowable costs in accordance with Circular A-21 as well as compliance with the College's [Reimbursement of Travel, Entertainment, and Other Business Expenses policy](#). Any expense determined by the Director to be unallowable will be returned to the PI for further justification. Justification will be reviewed by the Assistant Vice-President for Finance and Assistant Treasurer for final determination.

Solicitation of goods and services will provide for all items listed in Office of Management and Budget Circular A-110 Uniform Administrative Requirements for Grants & Agreements Subpart C.44.(a).(3) (Circular A-110).

Each PI is assigned login access to [CUConnect](#) upon grant account setup. A quarterly accounting report generated from Datatel will be sent by the Director to the PI. It is the responsibility of the PI to review the report for accuracy and request a cost transfer if an error is detected.

### **Invoice Processing**

A [Request for Check](#) is to be used for payment to vendors and for reimbursement.

A [Travel Report](#) is to be used for travel expenses incurred on a grant by an employee.

### **Equipment Purchases**

CMC does not capitalize equipment with a value less than \$25,000. However, any single item purchased with federal grant funds over \$5,000 having a useful life of more than one year is considered to be equipment under Circular A-21 Subpart J.18.a(2). A log of all equipment purchased with federal grant

funds will be kept by the Director who will conduct a physical inventory in June of each fiscal year.

An [Information Technology Services Purchase Requisition](#) form is to be used to request the purchase of computer hardware and software. Computing equipment, of any value, should be purchased through Information Technology Services (ITS) so it can a) be tagged on arrival and b) installed in accordance with College ITS policy.

### **Payment**

The College utilizes the reimbursement payment method for the transfer of funds from the United States Treasury.

### **Financial Reports to Sponsoring Agencies**

Financial reports are prepared per awarding agency specifications and due dates identified in the award document. Some agencies require monthly expense reports while others require quarterly financial status reports. The College's Staff Accountant at OFS is responsible for completing financial reports.

### **Time and Effort Reporting**

Circular A-21 requires the documentation of personal services charged to federal grants. The College utilizes after-the-fact reporting of the percentage of time each employee spent on grants.

This reporting requires the signature of the employee, PI, or responsible official(s) to confirm that the percentages allocated to each activity represent a reasonable estimate of the work performed.

The purpose of the report is to confirm that the charge made to the payroll system "reasonably reflects" each employee's activity. Significant deviations from payroll charges require an adjustment to the payroll. The report is prepared by the Director and sent to each PI for completion after each semester and summer term.

Time and Effort Reporting forms do not need to be completed for non-exempt employees and students who utilize biweekly time sheets.

### **Performance Reporting**

The PI will send copies of all performance reports to the Director for inclusion in the grant file.

### **Subcontracts**

Subcontracts are negotiated by the Director of Sponsored Research. Subrecipient monitoring is required by federal regulation Circular A-110, Subpart C.51. The PI is required to monitor the activities of each agency to

ensure the scope of work is being completed appropriately, and is also required to approve each invoice for payment.

Subrecipients receiving more than \$500,000 of federal funding each year are required to complete an OMB A-133 Compliance audit each year. Letters are prepared and sent by the Director to confirm that required audits have been performed and to determine if any audit findings pertain to College grants.

### **No-Cost Extensions**

The existence of unexpended funds is not, by itself, justification for a request for a no-cost extension. A PI may request a no-cost extension if more time is required to complete a project and remaining funds are sufficient to support it. The PI should contact the Director of Sponsored Research to request an extension.

### **Close-out**

The College's Staff Accountant at the Office of Financial Services is responsible for financial close out of the grant.

The Staff Accountant will send an email notice to the PI three months prior to the end of the grant, reminding of the need to clear any advances and close out purchase orders.

### **Record Retention**

Financial records will be retained for a minimum of three years after submission of the final expense report. Equipment records will be retained for three years after the final disposition.

### **Links:**

These are links on the Treasurer's Office home page

[OMB Circular A-21](#)

[OMB Circular A-110](#)

[OMB Circular A-133](#)

[NSF Award and Administration Guide](#)

[NEH Grant Management](#)

[NIH Post Award Process](#)

## **III. Proposal Preparation**

### **A. Proposal Submission**

The Office of Sponsored Research is responsible for the submission of all grant applications to the government. *All sponsored research proposals must be approved by the Dean of the Faculty-Greg Hess, Director of Sponsored Research-Winnie Wang, and Budgeting Director/Grants Administration Officer-Barbara Maxwell.*

## B. College Deadline

Proposals need to be submitted to the Director of Sponsored Research at least ONE WEEK prior to the funding agency's submission deadline. Proposals that need to be submitted via grants.gov need to be submitted TWO WEEKS prior to the deadline. Proposals that are not submitted in time will not be guaranteed for submission.

## C. Proposal Development

The most important aspect of proposal development is for the Principal Investigator to have a phone conversation with the Program Officer of the agency. At an early stage of writing the proposal, valuable insights can be gained from the Program Officer that helps shape a winning grant proposal. A phone call initiated by the Principal Investigator is crucial to grant success.

## D. Proposal Content

### 1. Title Page

Many funding agencies, particularly government agencies, provide title page forms. The title page usually includes the following information:

- name of the agency to which the proposal is being submitted
- name and address of the College
- name, department affiliation, address, phone number, e-mail address, and signature of the principal investigator
- title of the project
- total funds requested
- proposed starting and ending dates of the project
- name, title, address, telephone number, e-mail address, and signature of the authorized institutional official (usually the Dean of the Faculty).

Government funding agencies often request the following institutional data on application forms:

Entity Number/Employer ID/Federal ID: 95-1664101  
Congressional District: 26th  
DUNS: 009661893  
DHHS Indirect Cost Agreement Date: 5/19/2008 (50.9%)  
DHHS Representative: Stanley Huynh  
Telephone (415)437-7820  
Fringe Benefits Rate for Full-Time Employees: 23.9%

### 2. Abstract

The abstract is a one-page, 250 words description of the major objectives of the proposed research and the strategy used to meet these objectives. It should state

the significance of the project, how the goals will be accomplished, and the time span of the project. Some funders will request that the abstract be written for a non-technical audience. If this is the case, the PI should write the abstract as requested.

The abstract is often used to assign the proposal to the appropriate study section for review. Reviewers use the abstract to gain initial insight as to the concept of the study and it may also be used later as a reminder of the proposal's content. Abstracts of funded research projects are often entered into national databases that can be accessed on the Internet. If the project is approved for funding, the agency will usually allow revisions to the abstract before making it public.

### **3. Description of Project**

The narrative should include a description of the project, including its overall goal and more specific objectives. The need for the project should be well justified in terms of its impact on the field and its relationship to the current objectives of the funding agency. The description should delineate how the project objectives will be achieved, how the project will be evaluated, and how the results of the research will be disseminated.

When writing the text of the proposal, it is important to establish a theoretical framework for the research. The investigator should state very clearly what s/he intends to do. Proposals are often dismissed because of vagueness in the research questions posed or jargon that is overused or misused. In the proposal, it is important to persuade the reviewer of the project's merit and of the investigator's special ability to carry out the research. If the PI has preliminary research, s/he should make sure to include it.

### **4. Budget**

The budget should include any costs associated with the successful completion of the project. It must be as accurate as possible, based on estimated costs. It is typical to use a 3% annual increase in costs for all goods and services. Propose a modest budget and include a line-by-line justification of major purchases and personnel. Listed below are typical components of the budget:

#### **a. Personnel**

If possible, all personnel who will participate in the research project should be identified by name, and by title or category of employment. The following are typical categories of personnel:

- Principal Investigator and Co-Principal Investigator (s)
- Research Assistants - undergraduate students

Reimbursement for faculty is usually expressed in terms of percentage of effort and is based on the 9-month academic year.

- How do I figure out percentage of effort?

### **Summer Compensation**

Most government agencies, notably the National Science Foundation, limit summer salary reimbursement to two months. Government agencies prohibit faculty from receiving more than twelve months of salary per year and are very suspicious if a PI asks for more than two months of summer salary. Most funders assume that the PI will need a summer vacation. Thus, requesting three months summer salary can significantly decrease the PI's chances of getting funded.

### **Responsible Conduct of Research**

The National Science Foundation now requires the PI to indicate at the appropriate place on the application form whether the institution has a Responsible Conduct of Research Policy. CMC does have a policy which is available from the Office of Sponsored Research. For joint science faculty, the Policy is available from the Dean of Joint Science. NIH applications also require a statement that describes the institutional policy. Again, the policy is available from the Office of Sponsored Research for CMC faculty and from the Dean of Joint Science for the JSD policy.

#### **b. Benefits**

Benefits are calculated for all salaries and wages. A rate of 23.9% should be applied to the salaries of full-time faculty members, including salaries they may receive for summer and to full-time administrative personnel. Full-time research associates must also receive 23.9% benefits on their salaries. There is not a fringe benefit rate for CMC students working during the summer. For Joint Sciences, Pitzer, Scripps, and CMC students do not have a fringe benefit rate. This rate applies only to full-time CMC employees. If non-CMC employees will be involved, then see section.....Graduate student rates

- It is the college's current standard calculation of all of the benefits such as healthcare, disability insurance, life insurance, etc. for all full time employees of the college

#### **c. Consultants**

Consultants should be used only when College personnel do not have the required qualifications, or when an outside consultant would provide a necessary and unique contribution to the project. Pay rates should be determined with the HR Manager. Consultants do not receive any fringe benefits.

#### **d. Participant Support Costs**

These include stipends, travel, tuition, subsistence, and any other necessary costs.

**e. Travel**

All travel attributable to the project should be itemized. Travel expenses should be subdivided for domestic and foreign travel. List countries to be visited and dates of travel (if known), and justification for travel. Travel rates can be estimated by contacting a travel agent. Per diem rates can be estimated by consulting the standard federal per diem rates, which are posted on the Internet at [www.govexec.com](http://www.govexec.com).

Please note that most government agencies require the use of a domestic carrier for travel both in the U.S. and abroad, except under very strict conditions. Review the NSF Grant General Conditions (GC-1) or contact Assistant Controller for more detailed information. If he is unavailable, contact Associate Controller.

**f. Permanent Equipment**

Permanent equipment is generally defined as an item of property that has an acquisition cost of \$500 or more and an expected service life of more than two years. Special purpose equipment is used primarily for scientific or technical applications. General-purpose equipment is used for research purposes but also for nonscientific and nontechnical purposes. Examples include calculators, computers, camcorders, and cameras. Agencies are often reluctant to fund general-purpose equipment unless it is primarily used in the actual conduct of scientific research. Each item of equipment should be justified in terms of its importance to the project and its current unavailability at Claremont McKenna College.

Title to equipment purchased with Federal funds rests with the College, subject to certain conditions. Equipment and supplies acquired with Federal funds may not be used to provide services to non-Federal organizations for a fee that is less than what private companies charge for equivalent services, unless specifically authorized by Federal statute, for as long as the Federal government retains an interest in the equipment. For further information about authorized uses and transfer of equipment, please contact the Treasurer's Office.

**g. Supplies**

Identify as specifically as possible any and all consumable supplies needed for the project. Supplies are defined as items of expendable equipment that do not meet the definition of permanent equipment. These include laboratory supplies, chemicals, books and computer supplies. Costs for commonly used supplies may be based on previous experience and can include paper, copying, staples, etc. Telephone and postage are usually separate items.

**h. Miscellaneous**

This includes duplication, telephone, mail, equipment maintenance, etc. Items can either be added together under this single category or listed separately.

**i. Publication**

If publication is one of the expected results of the project, a brief synopsis of the expected publication content and its costs, including subvention, should be detailed.

**j. Indirect Costs**

Indirect Costs, or overhead, cover commonly used facilities such as heat and light, and general management by, and support of, the College. The College has a negotiated rate of 50.9% that is applied to base salaries and wages only. Fringe benefits, equipment, consultant fees, or other grant costs should not be included in this calculation. The limitation of indirect costs to salary and wages is typical of liberal arts colleges. The rate is negotiated by the Treasurer's Office.

**k. Cost-Sharing**

Funding agencies sometimes require the institution to demonstrate its participation through the contribution of a portion of the funds required for the overall project. Faculty salary, fringe benefits, and indirect costs are often proposed for cost sharing. Any cost-sharing should be approved by the Dean of Faculty and Treasurer's Office.

**5. Institutional Profile**

The site of the project should be described, together with all equipment and facilities necessary to the success of the project. If funding is being requested for additional facilities and/or equipment, the need for these items should be described.

**6. Bibliography**

If a reference is mentioned in the text, be sure it is fully cited in the bibliography. Only those discussed in the proposal should be included. Please note that many funders now impose a strict page limit on the bibliography.

**7. Appendices**

Although some guidelines specifically request that no appendices be added to a proposal, when allowed, they are often necessary for a comprehensive understanding of the proposal and to convey adequate information about senior personnel. Additional materials might include letters of support from the institution and peers, copy of a publication, graphs and diagrams, etc.

Appendices should only be included if they add validity to the proposal. Applications fail when such material overwhelms rather than convinces the reviewer. In letters of recommendation, funders become cautious when the writer is clearly uninformed about the substance of the project or uses "boilerplate" language.

### ***8. Curriculum Vitae***

In most instances, funding agencies require or expect curricula vitae of all key personnel to be attached. They should be current, readable, and adhere to any specific requirements, including page limits, made by the funding agency.