COURSE DESCRIPTION

Are you planning to apply for or work on grants? If so, you’ll need to know the basic management skills and compliance requirements to manage the award. Granting agencies hold recipients to a high level of accountability and not meeting the requirements can have a significant impact on an organization from repayment of the funds to inability to apply for future awards. This course will prepare you to work with the fiscal and financial people at your organization to successfully manage an award from start to finish.

This course will provide the basic knowledge of managing an award throughout the award cycle, starting with receipt of the Notice of Grant Award through closeout of the award. We will also cover various resources available for assistance. In addition, basic human resource skills for hiring and managing employees will be discussed.

Personal development skills related to critical thinking, research, communication, and teamwork will also be emphasized throughout the course.

COURSE OBJECTIVES

By the end of the course, you should be able to do the following:

1. Identify the compliance requirements and other resources for information, including:
   b. OMB Circular A-110 – Administrative requirements
   c. OMB Circular A-133 – Audit requirements
   d. Organization policies and financial management structure
   e. Sponsor specific requirements such as those from a private foundation

2. Understand all aspects and compliance requirements of the award cycle, including:
   a. Proposal and submission as it relates to subsequent management of an award
   b. Negotiation and acceptance of an award
      i. Regulatory approvals and certifications
   c. Managing the award
      i. Allowable costs
ii. Subawards  
iii. Cost transfer  
iv. Effort reporting  
v. Cost sharing  
vi. Interim progress reporting  
vii. Sponsor communications and approvals  
d. Closeout of the award  
i. Final reporting (technical and financial)  
ii. External audits  

3. Discuss other award management issues including:  
   a. Roles and responsibilities of grantee (Principle Investigator vs. others in the organization)  
   b. Monthly managerial review by the PI  
   c. Billing and cash flow implications (Cost reimbursable vs. fixed)  
   d. Human resource skills  
   e. Risks and implications of non compliance  

The focus of this course is to learn the enduring concepts as compared with memorization. Since sponsors and individual awards vary, it is important to know what questions to ask and the resources available for information. The course objectives will continue to be addressed over multiple units to reinforce these concepts. It is important to keep up, as the material in each unit is cumulative and the concepts build upon one another. Discussion questions and the various assessments are to provide you an opportunity to apply and demonstrate your understanding of the concepts throughout the semester.

READINGS AND OTHER MATERIALS

Readings

Other Materials
The following materials will be referenced throughout the course. Specific sections for review will be noted in the course schedule.

Office of Management and Budget (OMB)
http://www.whitehouse.gov/omb/circulars_default
- A-21 – Cost Principles for College and Universities  
- A-110 – Uniform Administrative Requirements for Grants & Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations  
- A-87 – Cost Principles for State, Local Governments, Tribes  
- A-122 – Cost Principles for Nonprofit Organizations  
- A-133 – Audits of State and Local Governments and NPOs (Referred to as a Single Audit)

NIH Grants Policy Statement – Table of Contents, Sections 1.1 (Abbreviations) and 1.2 (Definition of terms).

NIH – Award Management Process
http://grants.nih.gov/grants/managing_awards.htm

NSF Award and Administration Guide

MDA – Research Grants Policy (Posted on Blackboard)

Other materials will be provided on Blackboard

**IT Materials required:** Microsoft Office, including a working knowledge of *Word* and *PowerPoint* software. These will be used throughout the course.

**ONLINE COURSE ACCESS**

You may access the course via [http://courses.missouri.edu](http://courses.missouri.edu). Under course login, select Blackboard and enter your PawPrint. If you have difficulty logging in to the course or you do not see the course listed, please contact the *Mizzou IT Help Desk* at 573.882.5000 or toll-free at 866.241.5619. *Do not use Internet Explorer 8.*

**EXPECTATIONS**

This course is designed to be completely on-line, so it is important to be clear on the expectations of each other throughout the semester. It is essential you access the course during the week based on the course schedule and assignment due dates. The course website on Blackboard will be used for all communications and posting of materials for the course.

**Instructor.** It is my role to facilitate online discussions and help to build a learning community. All course-related questions should be posted on Blackboard. There is a Discussion Board – General Questions forum for each unit. Your question and my answer will likely enhance your fellow students’ experience in the course. The most efficient way to contact me with personal or grade-related questions is through email. Please feel free to call my office; however, I am regularly out of the office for meetings and travel and do not check voicemail. It is my goal to monitor email and the discussion board forums daily and respond within 24 hours. For any email correspondence, please copy Sheryl Koenig, koenigsh@missouri.edu on all materials.

**Students.** By enrolling in this course, you have agreed to contribute to weekly discussions and group interactions by accessing the discussion board regularly. I will expect each of you to check the Blackboard course site at least 3 times a week. Please refer to the course schedule for specific dates and times related to online discussions and other assignment due dates. Each of you brings something unique to the course, and I encourage you to share your experiences in order to help each other and build a community of learners. I will facilitate discussions and provide direction, but do not expect all responses to come from me. **All information posted on Blackboard is for the sole use of the course and those students registered.**

**Class Netiquette.** Your fellow students and I wish to foster a safe on-line learning environment. All opinions and experiences, no matter how different or controversial they may be perceived, must be respected in the tolerant spirit of academic
discourse. You are encouraged to comment, question, or critique an idea but you are NOT to attack any individual. Such behavior will not be tolerated and your grade in the course may be impacted. Our differences, should add richness to this learning experience. Please consider that sarcasm and humor can be misconstrued in online interactions and generate unintended disruptions. Working as a community of learners, we can build a polite and respectful course ambience.

**COURSE STRUCTURE**

This course will be structured as follows:

**Note:** All information is organized on Blackboard by Unit. For each Unit, the PowerPoint slides for any Tegrity recordings, additional reading materials, and assignments are posted in a separate Unit folder.

1. **Objectives and Key Concepts.** For each course objective above, there are key concepts outlined in each unit of the information we will cover. The key concepts are the specific items I want you to know for each unit. Think of them as the “take-away” from your readings and assignments.

2. **Readings and Other Materials.** Readings will be assigned for each unit and may come from any of the following sources:
   a. **Online resources** - Many of the resources used in this course are available online. I will refer to specific sections/topics to read for the unit.
   b. **Textbook materials** – There are 2 textbooks related to human resource skills noted in the readings above.
   c. **Other Materials** – These include case study materials and any other information beneficial to the course. These will be posted on Blackboard.

I expect each of you to have read the assigned materials, **before** you address the discussion questions.

3. **Discussion Questions** – Each week, there will be discussion questions. By **5:00 p.m. Central Standard Time (CST) Monday,** I will post a discussion question relating to that week’s unit. These will be posted in the Discussion Board of Blackboard for each unit. Each of you will post comments to my discussion question by **5:00 p.m. CST Wednesday** of that week. Your comments should consist of your own thoughts and demonstrate you have reviewed the materials by applying the concepts up to that week’s unit. In addition to posting your own comments, please post comments addressing two other students’ comments by **5:00 p.m. CST Friday** of that week. For each posting, please keep your discussion comments to about 300 words or less, which is about one-half of a page in a Word document. Your postings should be typographically and grammatically correct and written in good form. See grading criteria below for more details.

   a. **Day 1 Introductions** – Each of us will post introductions to the class to get to know each other. Please take the time to review each others’ introductions before the first week. I have posted my introduction under **Instructor Information** on Blackboard. Each of you will need to post an introduction addressing the questions noted.
4. **Individual Assignments** - Throughout the semester, there will be individual assignments to help you apply the unit objectives and key concepts. These will be noted in the **Course Schedule** and posted in the Unit folder under the Weekly Unit Content tab in Blackboard. These should be emailed to me by **5 p.m. CST on the date due** in the Course Schedule. Please copy Sheryl Koenig, koenigsh@missouri.edu on all materials. Please use the following naming convention for your homework: *LastnameFirstinitial_Unit#.xxx*

5. **Final Group Project** – Managing grants is a team effort, and it is important to work with others throughout the award. The group project will provide an opportunity to enhance these skills and apply the course concepts. Additional information will be separately provided on the group project.

**COURSE EVALUATION AND GRADING**

**Evaluation:** There are 500 points available during the semester as follows:

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in group discussions.</td>
<td>150 points (10 postings x 15 points each)</td>
</tr>
<tr>
<td>Includes:</td>
<td></td>
</tr>
<tr>
<td>a. Day 1 introduction</td>
<td></td>
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<tr>
<td>b. Weekly discussion questions</td>
<td></td>
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<tr>
<td>c. Final reflection</td>
<td></td>
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<tr>
<td>Homework</td>
<td>200 points (8 assessments x 25 points each)</td>
</tr>
<tr>
<td>Final group project</td>
<td>150 points</td>
</tr>
<tr>
<td><strong>Total Available Points</strong></td>
<td>500 points</td>
</tr>
</tbody>
</table>

**Grading Scale**

| 450 – 500 A  | 400 – 449 B  | 350 – 399 C  | 300 – 349 D  |

**Grading Criteria**

In general, all homework and online discussion postings are to be in good form and grammatically correct. Incomplete sentences, typographical errors, or other poor grammar will be factored into your grade. Late assignments will not receive any credit. If you foresee an issue with meeting a deadline, please contact me beforehand.

Weekly discussion questions and individual postings will be assessed using the following guidelines:

a. All postings should be posted by the due date in the syllabus, based on **Central Standard Time (CST)**.

b. Late postings will **not** receive any credit.

c. As long as you post weekly and interact with your peers, you may expect full credit unless otherwise notified.
Your grade is based on the quality of your postings, not the quantity. For example, I expect comments to be more than "good idea" or "I agree with everyone else." The following rubrics will be applied:

<table>
<thead>
<tr>
<th>Weekly discussion posting grading criteria</th>
<th>Weekly value (15 points/posting)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meaningful and new ideas:</strong> Ideas examine topic from new perspective that contributes to group understanding of the topic.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Application of key concepts:</strong> Demonstrates an understanding of the unit’s key concepts and applies them to the discussion, by example or association. Not just “reiterating” the definition.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Relevance of replies to others’ postings:</strong> Response elaborates, contradicts, modifies, or further explains the original message.</td>
<td>5</td>
</tr>
</tbody>
</table>

**Student progress**

At any time during the semester, I may email you individually relating to concerns about your progress or comprehension of the materials. Please take these communications as constructive feedback to help better understand the concepts and suggestions for improving your performance. You may email me directly at any time if you are having difficulties or other challenges in the course.

**ADMINISTRATIVE POLICIES AND PROCEDURES**

**Help Available**

If you are having any technical difficulties (e.g., logging in, accessing the discussion board) please email helpdesk@missouri.edu or contact the DoIT Help Desk at 882.5000 (for out-of-area MU Direct students, toll-free at 866.241.5619).

**Academic Integrity Policy**

Academic honesty is fundamental to the activities and principles of a university. All members of the academic community must be confident that each person’s work has been responsibly and honorably acquired, developed, and presented. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. The academic community regards academic dishonesty as an extremely serious matter, with serious consequences that range from probation to expulsion. When in doubt about plagiarism, paraphrasing, quoting, or collaboration, consult the course instructor.

Academic Dishonesty includes, but is not necessarily limited to, the following:

A. Cheating or knowingly assisting another student in committing an act of cheating or other academic dishonesty.

B. Plagiarism, which includes but is not necessarily limited to, submitting examinations, themes, reports, or other material as one’s own work when such work has been prepared by another person or copied from another person.
C. Unauthorized possession of examinations or reserve library materials or any other similar actions.
D. Unauthorized changing of grades or markings on an examination or in an instructor's grade book or such change of any grade report.

**Academic Integrity Pledge:** Students are expected to adhere to this pledge on all graded work whether or not they are explicitly asked in advance to do so.

*I strive to uphold the University values of respect, responsibility, discovery, and excellence. On my honor, I pledge that I have neither given nor received unauthorized assistance on this work.*

The University has specific academic dishonesty administrative procedures. Although policy states that cases of academic dishonesty must be reported to the Office of the Provost for possible action, the instructor may assign a failing grade for the assignment or a failing grade for the course, or may adjust the grade as deemed appropriate. The instructor also may require the student to repeat the assignment or to perform additional assignments. In instances where academic integrity is in question, faculty, staff and students should refer to Article VI of the Faculty Handbook. Article VI is also available in the M-Book. Article VI provides further information regarding the process by which violations are handled and sets forth a standard of excellence in our community.

**University of Missouri Notice of Nondiscrimination**

The University of Missouri System is an Equal Opportunity/Affirmative Action institution and is nondiscriminatory relative to race, religion, color, national origin, sex, sexual orientation, age, disability, or status as a Vietnam-era veteran. Any person having inquiries concerning the University of Missouri-Columbia's compliance with implementing Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans With Disabilities Act of 1990, or other civil rights laws should contact the Assistant Vice Chancellor, Human Resource Services, University of Missouri-Columbia, 130 Heinkel Building, Columbia, Missouri 65211, 573.882.4256, or the Assistant Secretary for Civil Rights, U.S. Department of Education.

**Intellectual Pluralism Statement**

The University community welcomes intellectual diversity and respects student rights. Students who have questions concerning the quality of instruction in this class may address concerns to either the Departmental Chair or Divisional leader or Director of the Office of Students Rights and Responsibilities (http://osrr.missouri.edu/). All students will have the opportunity to submit an anonymous evaluation of the instructor(s) at the end of the course.

**Disability Services for Students**

If you anticipate barriers related to the format or requirements of this course or if you have emergency medical information to share with me, please let me know as soon as possible.
If disability related accommodations are necessary, please register with the Office of Disability Services at http://disabilityservices.missouri.edu/, S5 Memorial Union, 573.882.4696. Please also notify me of your eligibility for reasonable accommodations. For other MU resources for students with disabilities, click on “Disability Resources” on the MU homepage.

**Grievance Policy**

Information concerning student grade appeal procedures and non-academic grievances and appeals may be found in the [Student Handbook](#).