

**Project SAIL:  
Success through Advising and  
Interactive Learning**

**Title III**

**WORKING DRAFT**

**Project Handbook**

**Guide to Title III Policies and Procedures**

**Table of Contents**

**INTRODUCTION**

From the Desk of Maureen O'Shea, Title III Director ..... 1  
Frequent Contacts..... 3

**SECTION I: GRANT ADMINISTRATION AND MANAGEMENT**

A. Organizational Structure and Coordination ..... 6  
B. Key Responsibilities-  
    Title III Director ..... 7  
    Activity Coordinator for TASS..... 8  
    Activity Coordinator for PDAT ..... 9  
    NEASC Accreditation Coordinator ..... 10  
    Assessment Coordinator..... 11  
    Clerk I ..... 12  
    Steering Committee..... 13  
    Internal Evaluation Team ..... 14  
    Title III External Evaluator..... 15

**SECTION II: GRANT REPORTING**

A. Managing and Monitoring Implementation of Title III Objectives ..... 16  
    Title III Annual/Interim Performance Reports..... 17  
    Report Summary ..... 17  
B. Programmatic Changes ..... 19  
C. Specific Conditions for Disclosing Federal Funding in Public Announcements..... 19

**SECTION III: FISCAL MANAGEMENT**

A. Fiscal Management Objectives ..... 20  
B. Title III Cost Center Information ..... 20  
C. Budget Management and Record-Keeping ..... 20  
D. Budget Expenditures ..... 21  
E. Budget Revisions ..... 22  
F. Procurement Authorization and Procedures..... 23  
G. Consultant Services/Contracting ..... 28  
H. Request for Part-Time Employment..... 29  
I. Travel and Related Expenses ..... 29  
J. Faculty/Staff Stipend Payments..... 30  
K. Equipment Management ..... 32

**SECTION IV: PERSONNEL POLICIES**

A. Personnel Objectives..... 34  
B. Time and Effort Report..... 34  
C. Faculty/Staff Performance Agreement ..... 35  
D. Change in Key Personnel..... 35  
E. Recruitment and Employment Procedures..... 35  
F. Salaries and Salary Changes ..... 36

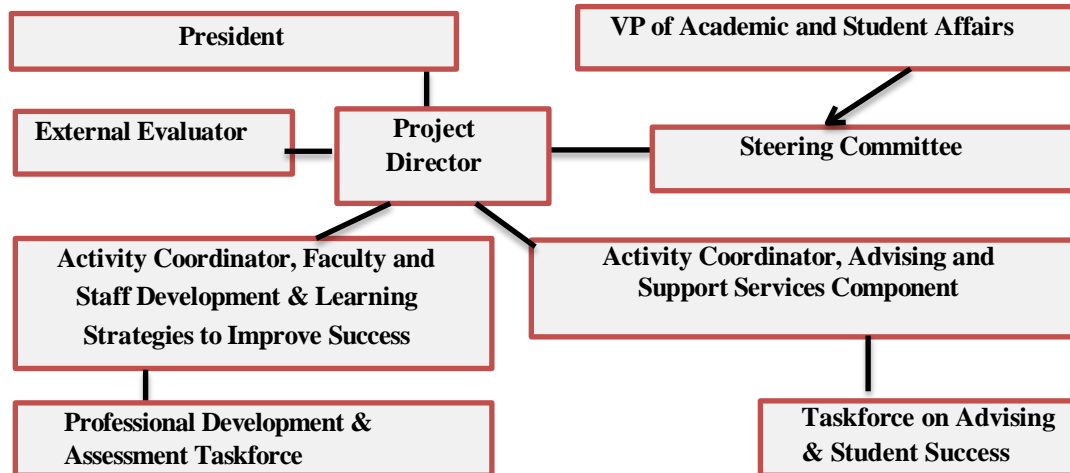
**SECTION V: PROJECT EVALUATION**

A. Project Evaluation Plan..... 37  
B. Independent Evaluator..... 37  
C. Internal Evaluation Team ..... 37

**SECTION VI: APPENDIX**

All Forms.....I

## ORGANIZATIONAL CHART



## INTRODUCTION

### FROM THE DESK OF Maureen O'Shea, TITLE III Director

Thank you for your participation in CCCC's Title III Initiative: *"Project SAIL- Success through Advising & Interactive Learning"*. Project SAIL is designed to allow CCCC to make substantial institutional advances in order to increase student success and meet the following performance outcomes:

- Significantly increase retention for first-time and all students
- Significantly increase the percentage of students who complete an AA/AS degree or certificate
- Significantly increase the transfer rate from CCCC to four-year colleges and universities
- Significantly increase the percentage of students who progress from developmental to college level math.

A five year plan of three interrelated areas of activities will be implemented:

- **Strengthening Student Services:** Activities include implementing mandatory orientation, adopting a case management advising approach focused on academic plans, including a Group Advising Lab and incorporating technology (degree auditing capacity, electronic academic planning, early warning and referral system and scheduling software).
- **Strengthening Academic Programs:** Activities include implementing Guided Pathways to Success (GPS) Complete College America strategies, with academic focus areas and block scheduling, improving capacity to communicate with students, and multiple pathways to completing developmental coursework.
- **Faculty and Staff Development in Learning Strategies and Targeted Student Services:** Activities include the development of faculty and advising staff training programs to support the incorporation of "high impact" strategies employed in Components 1 and 2 above, professional development for faculty, revision gateway courses to include high impact strategies that promote student learning and achievement.

As a condition of receiving the Title III federal resources, the college has assumed an obligation to the U.S. Department of Education to administer the grant in accordance with federal requirements and fiscally sound management procedures. We have prepared this manual, "Guide to Title III Policies and Procedures," to ensure we successfully achieve our goals and meet our commitment for effective grant management.

Two sets of administrative guidelines that will Title 2 of the Code of Federal Regulations Part 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards," (2 CFR 200) establishes requirements for Federal awards made to non-Federal entities. The Education General Administrative Regulations in 34 CFR (EDGAR) 75, 76, 77, 79, 81, 82, 84, 86, 97, 98, and 99] contain additional requirements for administering discretionary grants made by this Department. The most recent version of these regulations may be accessed at the following URLs:

- [The Education General Administrative Regulations \(EDGAR\)](#)
- [2 CFR Part 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards](#)

The Guide provides all Title III participants with the basic requirements related to implementation and administration of this grant. It is expected that participants will familiarize themselves with this document and retain a copy for constant reference. Any updates/revisions to the Guide will be provided to you. It is each participant's responsibility to adhere to all policies and procedures presented herein, including any succeeding changes. A frequent contact list is provided should you require assistance at any time. I look forward to working with you on this exciting challenge!

Cape Cod Community College  
Project SAIL: Success through Advising and Interactive Learning

**FREQUENT CONTACTS:**

| <b>Name</b>  | <b>Title</b>  | <b>Extension</b> |
|--|---|------------------|
| <b>Title III Project Staff</b>   |   |                  |
| Maureen O' Shea  | Title III Director  | 4574             |
| Sally Cohen  | Activity Coordinator for TASS                                   | 4905             |
| Alan Chace   | Activity Coordinator for PDAT                                   | 4650             |
| Marie Murphy   | Grants Compliance   | 4507             |
| <b>Title III Part-time Staff</b>   |   |                  |
| Kate Martin  | NEASC Accreditation Coordinator                                 | 4665             |
| Gwenn Dyson  | Assessment Coordinator  | 4514             |
| Marie Colby  | Clerk   | 4410             |
| <b>Title III Steering Committee</b>  |   |                  |
| Rachael Bancroft   | Faculty, Language & Literature                                  | 4553             |
|  | Vice President, Finance & Operations                            | 4303             |
| Georgia Carvalho   | Grants Developer  | 4492             |
| Alan Chace   | Coordinator, Professional Development                           | 4650             |
|  | Dean, Science, Technology, Math, Business & Workforce Education | 4994             |
| Sally Cohen  | Coordinator, First Year Success, Advisor                        | 4905             |
| Maribeth Malloy  | Grant Accountant  | 4722             |
| Christine McCarey  | Dean, Enrollment Management & Advising Services                 | 4315             |
| Susan Miller   | Vice President, Academic & Student Affairs                      | 4305             |
| Marie Murphy   | Grant Compliance & Research Analyst                             | 4507             |
| Maureen O' Shea  | Director, Institutional Research & Planning                     | 4574             |
| Eric Sheffer   | Director, Systems Development                                   | 4702             |
| Ifeoluwa Togun   | Faculty, Social Science & Human Service                         | 4083             |
| <b>College Business Office</b>   |   |                  |
| Maribeth Malloy  | Grants Accountant   | 4722             |
| <b>Professional Development &amp; Assessment Taskforce</b>                   |   |                  |
| Disbanded in September 2017-Replaced with Professional Development Committee |   |                  |
| Patricia Allen   | Coordinator, Teaching & Learning Center                         | 4681             |

|                   |  |      |
|-------------------|--|------|
| Alan Chace        | Coordinator, Professional Development  | 4650 |
| Lucina Holmes     | Registrar  | 4383 |
| Lynne Johnson     | IT Training  | 4898 |
|                   | Dean, Health Services, Social Sciences,<br>Behavioral Sciences, Human Sciences &<br>Advanced Studies | 4347 |
| Christine McCarey | Dean, Enrollment Management & Advising<br>Services   | 4315 |
| Debra Murphy      | Faculty, Social Science & Human Service  | 4513 |
|                   | Director, Cape Cod Regional STEM Network   |      |
| Maureen O'Shea    | Director, Institutional Research & Planning  | 4574 |
| Yvette Raven      | Associate Dean, Online & Blended Learning  | 4402 |

**Professional Development  
Committee**

|                   |  |           |
|-------------------|--|-----------|
| Paul Alexander    | Vice President, Human Resources                      | 4307      |
| Eric Arsznov      | Faculty Science Department                           | 4373      |
| David Biggs       | Student Life & Co-Curricular                         | 4449      |
| Sharon Boonstra   | Admissions/Dual Enrollment Counselor                 | 4992      |
| Alan Chace        | Project SAIL Professional Development<br>Coordinator | 4650      |
| Christine Fontana | Faculty, Dental Hygiene                              | 4428      |
| Luci Holmes       | Registration, Director                               | 4383      |
| Tammi Jacobson    | CCPE, Director                                       | 5011      |
| Carol Lidard      | ACCESS Program                                       | 5004      |
| Susan Miller      | Vice President, Academic & Student Affairs           | 4305/4001 |
| Maureen Shannon   | Administrative Assistant, Financial Aid              | 4694      |
| Barbara Sheerin   | Faculty, Dental Hygiene                              | 4376      |
| Marcy Smith       | Faculty, Nursing                                     | 4431      |
| Maryann Stacey    | Librarian I  | 4444      |
| Mary Sullivan     | Faculty, Math  | 4260      |

**Taskforce for Advising &  
Student Services**

Disbanded in October 2017-Replaced with  
Development Math Workshop Group and  
Communications Working Group

|                   |   |      |
|-------------------|---|------|
| Sherry Anderson   | Director, Financial Aid                               | 4391 |
| David Biggs       | Coordinator, Student Life & Co-Curricular<br>Programs | 4440 |
| Sally Cohen       | Coordinator, First Year Success, Advisor              | 4905 |
| Matthew Cormier   | Director, Admissions                                  | 4466 |
| Lauren Folloni    | Director, Advising & Counseling                       | 4528 |
| Christine McCarey | Dean, Enrollment Management & Advising                | 4315 |

Services

|                 |   |      |
|-----------------|---|------|
| Lisa O'Halloran | Coordinator of Learning Resources           | 4497 |
| Mary Olenick    | Coordinator of Transfer & Articulation      | 4316 |
| Maureen O'Shea  | Director, Institutional Research & Planning | 4574 |
| David Ziemba    | Dean, Learning Resources & Student Affairs  | 4345 |

**Communications Working Group**

|                 |   |      |
|-----------------|---|------|
| Sally Cohen     | Coordinator/Advisor                                 | 4905 |
| Liz Daly        | Director, Student Placement                         | 4435 |
| Lauren Folloni  | Director, Advising & Counseling                     | 4528 |
| Tracy Morin     | Campus Engagement and Wellness Programs Coordinator | 4680 |
| Lisa O'Halloran | Academic Coordinator, Tutoring Center               | 4479 |

**Developmental Math Workshop Group**

|                   |  |           |
|-------------------|--|-----------|
| Bridget Burger    | Director, Cape Cod Regional STEM Network     | 4459      |
| Sally Cohen       | Coordinator/Advisor                          | 4905      |
| Lauren Folloni    | Director, Advising & Counseling              | 4528      |
| Christine McCarey | Dean, Enrollment and Management and Advising | 4315      |
| Sue Miller        | Vice President, Academic & Student Affairs   | 4305/4001 |
| Marie Murphy      | Grant Compliance and Research Analyst        | 4507      |
| Lisa O'Halloran   | Academic Coordinator, Tutoring Center        | 4479      |
| Maureen O'Shea    | Director, Institutional Research & Planning  | 4574      |
| Mary Sullivan     | Faculty, Math                                | 4260      |

**External Evaluator**

|                  |                                     |              |
|------------------|-------------------------------------|--------------|
| Katherine German | Development Institute<br>Boston, MA | 617.367.9323 |
| Philip Sbaratta  |                                     | 617.738.8715 |



## **SECTION I: GRANT ADMINISTRATION AND MANAGEMENT**

### **A. ORGANIZATIONAL STRUCTURE AND COORDINATION**

Title III project management is integrated into the existing college administrative structure to ensure that key decision-makers remain informed of the project's progress and to facilitate the institutionalization of each of the grant objectives. Active involvement, from senior leadership to front line users, is a critical component of the college's implementation plan. Each member of the community will have some measure of responsibility towards achieving a successful outcome, whether it is simply keeping up to date on grant progress or providing leadership on a particular team or issue.

The president and vice presidents will ensure ongoing institutional commitment and share ultimate responsibility for the project. The Title III project director and the activity coordinators will oversee the entire grant process and ensure objectives are achieved. A Title III Steering Committee, consisting of representatives from the college administration, Grants Department, as well as faculty, will guide the Activity implementation. A Taskforce on Advising and Student Success (TASS) will be chaired by Advising Activity Coordinator and will support and ensure the implementation of related objectives. The Professional Development and Assessment Taskforce (PDAT) will be chaired by the Professional Development Coordinator and will advise on implementing related objectives. The external evaluator, with input from an internal evaluation team, will provide objective review and monitoring of the project. The organizational chart presented on the following page depicts the overarching structure for grant administration and management. Detailed descriptions of key responsibilities for each major participant or group are also provided.

## **B. KEY RESPONSIBILITIES**

**POSITION TITLE:** Title III Director (Project Director)

**REPORTS TO:** College President

**KEY RESPONSIBILITIES:** Primary responsibility for implementation of the Title III activities and objectives and budget management; chief liaison to President, college community and U.S. Department of Education.

### **SPECIFIC RESPONSIBILITIES:**

1. Provide overall program leadership in conjunction with President and the Steering Committee
2. Oversee and approve of implementation strategies and tasks, including coordination with other College efforts.
3. Advise the President, Vice President of Academics & Student Affairs, and other governance committees on project progress and issues on a regular basis.
4. Develop and distribute a policies and procedures manual that reflects college and Title III regulations and practices.
5. In consultation with Grants Accountant, oversee budget and approve expenditures in accordance with internal and state policies as well as EDGAR and other applicable federal regulations; ensure compliance with college policies.
6. Communicate with the U.S. Dept. of Education Title III office including responsibility for submission of required reports, data, and budgetary information.
7. Serve as chair of the Title III Steering Committee and convene regular meetings.
8. Supervise project staff and the functioning of the taskforces.
9. Coordinate the evaluation processes, the work of the internal evaluation team, and the external evaluator.
10. Assure the collection and analysis of data to support the Activity.
11. Disseminate information on Activity progress and outcomes to the college community.

**POSITION TITLE:** Title III Coordinator for TASS

**REPORTS TO:** Title III Project Director

**KEY RESPONSIBILITIES:** Responsible for planning, organizing, and coordinating all initiatives for enrollment management activities and serves as advisor during peak enrollment times.

**SPECIFIC RESPONSIBILITIES:**

1. In collaboration with the Director of Advising & Counseling, develop, implement, and coordinate all activities according to Title III implementation plan related to advising, transfer and support services.
2. Coordinates campus-wide advising sessions for first year success strategies to improve retention, completion and transfer.
3. Facilitate internal communication through creating standard tools in platforms such as Jenzabar, STARFISH, and web pages.
4. Assists with implementation of the proactive advising model to engage and assist students and academic advisors with educational and career planning resources.
5. Develops advising and student success activities with Enrollment Management staff, faculty, and student support services including Pathways Program, Advantage/Trio, Coaches and Mentors, and STEM.
6. Coordinates training and professional development on advising software to faculty members, academic advisors and other staff.
7. Gathers consistent data on student success activities for academic advising.
8. Designs, facilitates, and assesses group advising workshops with academic advisors, program coordinators and faculty advisors.
9. Assist Advising & Counseling Service during peak advising periods by providing both individual and group advising sessions.
10. Collaborates with online orientation team to implement new student orientation online programming.
11. Serve as liaison between SAIL Project personnel, student support services and relevant college departments.
12. Assists Director of Project SAIL in compiling data for project reports.
13. Participate in annual Title III evaluations.
14. Attend Advising & Counseling staff meetings.

**POSITION TITLE:** Title III Coordinator for PDAT

**REPORTS TO:** Title III Project Director

**KEY RESPONSIBILITIES:** Will create a model of systematic professional development across campus. Responsible for strengthening institutional capacity to provide the resources needed for achievement of our goals of student success.

**SPECIFIC RESPONSIBILITIES:**

1. Work collaboratively to support organizational change strategies designed to strengthen academic programs
2. Utilize a project management approach to coordinate details across college departments
3. Identify and bridge gaps in workflow and procedures to work more efficiently, including the use of technology where appropriate
4. Work with advising & student support to develop ways to integrate co-curricular activities and classroom learning
5. Develop and maintain communication mechanisms, internally and externally
6. Provide leadership, coordination, planning and delivery of systematic professional development for faculty and student support staff
7. Work with Teaching and Learning Center and deans to develop, implement and coordinate faculty and staff professional development
8. Work closely with academic and nonacademic departments to identify and prioritize needs
9. Identify and secure external experts to provide professional development
10. Recruit faculty and staff participants for professional development
11. Recruit faculty and staff participants to develop and implement curriculum revision strategies
12. Coordinate training on technology to ensure effective use of new and existing resources
13. Help ensure accomplishment of Project SAIL objectives
14. Develop and maintain strong collaborative relationships across departments
15. Chair subcommittee on faculty and staff development
16. Track and compile data on activities and prepare monthly Title III reports
17. Serve as liaison between project personnel and departments
18. Participate in Annual Title III evaluations
19. Work to ensure the sustainability of project activities beyond the grant funding period.

**POSITION TITLE:** **NEASC Accreditation Coordinator**

**REPORTS TO:** Vice President of Academic & Student Affairs

**KEY RESPONSIBILITIES:** Will mobilize the college through a successful reaccreditation process and build assessment capacity across the academic disciplines.

**SPECIFIC RESPONSIBILITIES:**

1. Lead the 2018 NEASC regional accreditation process.
2. Serve as the campus expert on the new NEASC standards and data forms.
3. Attend the NEASC meetings and preparation sessions.
4. Create and manage communication mechanisms, such as through the CCCC portal and regular email updates.
5. Mobilize all campus constituencies for widespread participation and to provide multiple perspectives, including faculty, staff, students, trustees and others.
6. Serve as chair (or co-chair with senior academic officer) of the 2018 NEASC Institutional self-study and final report, the basis of the reaccreditation evaluation.
7. Structure the self-study process including defining committee structure and developing a timetable with deliverables and assigned responsibilities.
8. Facilitate, Coordinate and manage the workflow of committees.
9. Support Committees in-depth analysis of data and evidence, including reflection and planning for improvement.
10. Work with the steering committee to integrate committee reports into an institutional report with one voice.
11. Serve as the lead author and primary editor of the self-study and final report.
12. Gather appropriate supporting documents.
13. Assume responsibility for the completion of high quality documents on time.
14. Coordinate all details of the onsite evaluation, scheduled for April, 2018.

**POSITION TITLE:** **Assessment Coordinator**

**REPORTS TO:** Vice President of Academic & Student Affairs

**KEY RESPONSIBILITIES:** Will be responsible for developing for developing sustainable assessment capacity across academic disciplines.

**SPECIFIC RESPONSIBILITIES:**

1. Collaborate with the Director of Institutional Research and Planning, Vice President of Academic and Student affairs, and the Teaching and Learning Center NEASC to lead the implementation of a systematic campus-wide assessment of student learning outcomes at course, program and institution levels.
2. Coordinate assessment activities with the CCCC Assessment committee and coach faculty across disciplines on the assessment of student learning outcomes, including the development of measurable SLOs, assessment tools, evaluation processes, and analysis for feedback to improve courses and programs.
3. Manage systematic documentation of assessment efforts in an assessment management system, Weave. Provide professional development and support for capturing work on the assessment cycle in Weave.
4. Develop and execute a plan for systematic professional development on best practices in assessment including workshops, web-based resources, assessment day to share campus level work and week-long assessment institutes.
5. Collaborate with the Teaching and Learning Center, the Professional Development Coordinator and committees to develop opportunities to support ideas and needs identified through the assessment process.
6. Support discipline specific accreditation.
7. Provide support for academic and co-curricular program reviews on the development of a systematic plan for assessment.
8. Provide feedback on the achievement of student learning outcomes and the use of results to improve curriculum and instruction to faculty, deans and the administration.
9. Represent the College on committees and lead campus efforts on Massachusetts Department of Higher Education AMCOA and VISION project activities.
10. Serve as a 2018 NEASC regional reaccreditation process committee chair to document and summarize assessment efforts across the College.

**POSITION TITLE:** Clerk I

**REPORTS TO:** Title III

**KEY RESPONSIBILITIES:** Will provide administrative support to Project SAIL. Clerk will be responsible for maintaining records, preparing agendas and minutes for meetings, and general office/clerical duties.

**SPECIFIC RESPONSIBILITIES:**

1. File materials such as correspondence, reports and other records in accordance with prescribed classification system.
2. Answer telephone calls and provide routine information according to established procedures.
3. Receive and distribute incoming mail, memoranda, and packages etc., to appropriate individuals in the departments.
4. Retrieve records from files, locate and withdraw information from records on the computer, and review information for accuracy and completeness.
5. Operate standard office machines and equipment.
6. Review and post information to records according to prescribed procedures.
7. Provide support to grant staff with administrative tasks and procedures such as collecting documentation of time and activities.
8. Maintain up to date and accurate budget spreadsheets and reports.
9. Organize and maintain electronic paper files of grant documents and resources.
10. Coordinate documentation of the project timeline, task management and workflow of Project SAIL staff.
11. Support communication within the Project SAIL committees and across the College community.

**GROUP TITLE:** **Steering Committee**

**REPORTS TO:** Vice-President of Academic and Student Affairs

**KEY RESPONSIBILITIES:** Guide the Activity implementation, meet as required to evaluate progress and identify potential solutions for growth in the Activity.

**SPECIFIC RESPONSIBILITIES:**

1. Ensure achievement of objectives through use of efficient management techniques.
2. Establish data collection methodologies and maintain accurate data to measure the achievement of project objectives in a timely and effective manner.
3. Generate and maintain active engagement, support, and communication with college constituencies regarding the proposed initiatives.
4. Maintain compliance with Federal regulations, procedures and policies affecting the administration of the project.
5. Institutionalize the effort and results upon conclusion of the funding period.



**GROUP TITLE:** **Internal Evaluation Team** (key personnel)

**REPORTS TO:** Title III Project Director

**KEY RESPONSIBILITIES:** Provide input to the External Evaluator on project progress in meeting objectives.

**SPECIFIC RESPONSIBILITIES:**

1. Collect baseline and follow-up data; generate project data from program evaluation and dissemination; prepare and/or administer project surveys and/or focus groups as needed.
2. Collect and analyze interim process measures to guide the implementation of project activities.
3. Review annual data on program outcomes to monitor effectiveness

**POSITION TITLE:** Title III External Evaluator

**REPORTS TO:** Title III Project Director

**KEY RESPONSIBILITIES:** Ensure project is meeting goals and objectives, conduct interviews, analyze data and provide a comprehensive report for college leadership.

**SPECIFIC RESPONSIBILITIES:**

1. The evaluator will work in cooperation with the College's Project Director, Activity Directors, Institutional Research & Effectiveness Office and Grants Department, as well as key partners to implement the approved evaluation plan, including, but not limited to, data collection, analysis and reporting.
2. The evaluator will work with CCCC to set up an evaluation plan and track the relevant data
3. The evaluator will conduct surveys, interviews/focus groups, analyze data and provide a comprehensive report for college leadership.
4. The evaluator will develop an annual report that includes: 1) progress toward objectives; 2) sustainability of the project after federal funding ceases; 3) institutional impact of the project upon the college (strengthening the institution); 4) individual project activities based on data results; 5) compliance with federal regulations; and 6) recommendations for improvement.
5. The evaluator will comply with regulations of all partner regarding Institutional Review Board (IRB) procedures and use of confidential information.
6. The evaluator will meet funder requirements for the period of performance and approved timeline as it relates to project evaluation.
7. The evaluator will provide assistance with or preparation of interim and annual performance reports as required by the funding agency.
8. The evaluator will provide assistance with preparation for project site visits and/or audits that may occur during or after the project period.
9. The evaluator will provide telephone, email, video-conferencing and onsite consultations concerning evaluation of the grant project.
10. The evaluator will provide consultation regarding the status of the project, including addressing barriers to progress toward objectives.

## **SECTION II: GRANT REPORTING**

### **A. MANAGING AND MONITORING IMPLEMENTATION OF TITLE III OBJECTIVES**

The college's Title III proposal contains specific objectives and operational plans and timetables that must be continually monitored and updated. Formal progress reports will provide a critical tool for tracking implementation, highlighting accomplishments and potential impediments, and facilitating budget forecasting and allocations.

Based on the Title III proposal, the project director will prepare annual operational plans outlining activities, and the timeline for completion. Any necessary budget revisions for the next fiscal year will be developed by the Project Director and approved by the Title III Steering Committee, prior to submission to the Department of Education program officer for approval. The approved budget revision will be incorporated in the annual plan of activities and approved by the Title III Steering Committee. During each implementation year, the activity coordinators will discuss progress monthly at the PDAT and TASS committees' monthly meetings and the meeting minutes will serve as monthly progress reports. These meeting minutes will document notes on decisions, issues and problems discussed at each meeting as well as document meaningful progress. Meeting minutes will include follow up items to ensure resolution of potential issues and forward momentum. Committees must submit a copy of all meeting minutes to the Title III Coordinator where they will be retained on file in accordance with federal record retention requirements.

The project director will share these reports with the Steering Committee during monthly meetings to resolve any issues or problems and ensure stated milestones are achieved. The meeting minutes of the Steering Committee will serve as monthly progress reports on all Title III grant activities.

At the end of each year of the grant, the activity coordinators will provide an End-of-Year Report. The Activity coordinators' End-of-Year Report will document results and recommended changes for the succeeding year.

The Title III project director will use the activity coordinators' monthly meeting minutes and end-of-year reports to prepare the annual performance report required by the Title III program. These reports will also be used to provide regular updates to the President, Vice President of Academics & Student Affairs, and the college community. All meeting minutes and reports will be available to the college community on a public file folder (current system) or internal portal (pending). The Title III office will be responsible for maintaining all formal progress and annual reports. A summary of the required reports and estimated timetable is presented below. Sample copies of all required reports are provided in the Appendix section of this manual.

The college's external evaluator will have access to all reports to assess progress, evaluate implementation strategies and provide feedback for improved implementation.

### TITLE III ANNUAL/INTERIM PERFORMANCE REPORTS

Title III regulations require an interim report mid-way through the first year of the grant. The report content and format are determined by the Education Department and will be forwarded electronically to the Title III coordinator. This report is used by the Education Department to determine continuation of funding for the second year. The Title III coordinator and Title III activity coordinators will collaborate on the report's preparation using the progress reports submitted by the Committees.

The college must also submit an annual report to the Department of Education, the Grant Performance Report (GPR). The GPR will include information that demonstrates the college's substantial progress towards meeting grant objectives and is due 90 days after the end of the grant period. The Title III coordinator and Title III activity coordinators will collaborate on the report's preparation using information from Committees' end-of-year reports.

### REPORT SUMMARY

APPROVED GRANT PERIOD: OCTOBER 1, 2015 THROUGH SEPTEMBER 30, 2020

FEDERAL FISCAL YEAR PERIOD: OCTOBER 1 THROUGH SEPTEMBER 30

| REQUIRED REPORTS   | SUBMISSION DEADLINE                    | PURPOSE/PROCESS   |
|--|--|---|
| Annual Operational Plan<br>See: Appendix, Exhibit 1.1  | November 1 <sup>st</sup> of each year  | The Title III Project Director will prepare in September of each year, the operational plan and timetable as approved in the Title III grant. The Steering Committee and the PDAT & TASS will review the operational plan and make suggestions to Title III coordinator by October 1 of each year. Note: changes that may require prior federal approval –see "PROGRAMMATIC CHANGES SECTION." |
| Steering, PDAT & TASS Monthly Committee Meeting Minutes Reports<br>See Appendix, Exhibit 1.2 | 30 <sup>th</sup> of each month         | Monthly reports will summarize committee activities and highlight any concerns  |
| PDAT & TASS End-of-Year Report<br>See: Appendix, Exhibit 1.3                                 | November 15 <sup>th</sup> of each year | Each committee will prepare end-of-year quantitative/qualitative report on objectives, progress and performance.  |
| U.S. Department of Ed. Annual  | December 29 <sup>th</sup> of each year | The Title III coordinator will use the committees' end-of-  |

|                    |  |  |
|--------------------|--|--|
| Performance Report |  | year reports to prepare the Annual Performance Report required by the Title III program. |
|--------------------|--|--|

## **B. PROGRAMMATIC CHANGES**

The college is committed to fulfilling the objectives outlined in the approved grant submission and achieving the desired results as defined by the performance indicators. Although changes can be made to enhance project implementation, the college must obtain prior federal approval for any change which:

- Alters the scope of the project in any way
- Changes the approved objectives and performance indicators
- Changes key personnel or reporting lines
- Transfers to a third party the actual performance of substantive programmatic work, i.e. activities that are central to carrying out the purpose of the project and not merely incidental

Objectives, implementation strategies, and resources were very carefully prepared to support this Title III project. Any proposed amendments/adjustments reviewed and approved by the Title III Steering Committee. In order to sustain the integrity of the grant proposal, the Title III project director will only consider changes that are deemed essential to maintain the continuity of the project and/or improve opportunities for success. If a change is warranted, the Title III director will prepare the request and submit it to the grant program officer at the U.S. Department of Education. A change cannot be initiated until the college receives a written authorization from the Department of Education grant program officer.

## **C. SPECIFIC CONDITIONS FOR DISCLOSING FEDERAL FUNDING IN PUBLIC ANNOUNCEMENTS**

When issuing statements, press releases, requests for proposals, bid solicitations and other documents describing projects or programs funded in whole or in part with Federal money, U.S. Department of Education grantees shall clearly state :

- 1) The percentage of the total costs of the program or project which will be financed with Federal money;
- 2) The dollar amount of Federal funds for the project or program; and
- 3) The percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

## **SECTION III: FISCAL MANAGEMENT**

### **A. FISCAL MANAGEMENT OBJECTIVES**

To fulfill the college's fiduciary responsibilities, the Title III grant funds will be managed in accordance with the college's internal control policies and procedures, the same business practices used to manage all state, federal and other institutional funds.

The college's critical commitment is:

1. To monitor and expend Title III grant funds in accordance with the approved budget plan and achieve the expected outcomes.
2. To ensure that all critical stakeholders have access to timely, accurate information and reports for responsible decision-making.
3. To monitor and manage the Title III grant funds in compliance with federal fiscal requirements established under 2 CFR 200 (Uniform Guidance) and the Education Department's General Administrative Regulations (EDGAR)<sup>1</sup> and in accordance with college policies.
  - Maintain adequate financial records and complete documentation for all grant supported activities.
  - Maintain control and accountability for grant funded property (i.e. equipment, software, etc.).
  - Provide any designated representative of the U.S. Department of Education and/or Comptroller General of the United States direct access to records for auditing purposes.
  - Adhere to the allowable cost principles prescribed in 2 CFR 200, Subpart E: Cost Principles.

### **B. TITLE III COST CENTER INFORMATION**

The Source Code for the Title III grant is 2313 and will remain fixed for the entire award period. The Cost center will be adjusted each year as provided by the grants accountant. The cost center numbers created thus far are as follows: Year 1: 9230, Year 2: 9232. The grant accountant has also established project codes for the grant which tie each expense to the appropriate budget line. Finally, each purchase should also have an object code associated with it which conforms to the Massachusetts expenditure classifications (<http://www.capecod.edu/web/procurement>). All requisitions or other payment request documents must include these reference numbers to be properly processed.

### **C. BUDGET MANAGEMENT AND RECORD-KEEPING**

The Title III project director will work together with the College Business Office, the grants accountant, Title III activity coordinators, and the Title III Steering Committee to ensure effective budget management and monitoring.

---

<sup>1</sup> Title 2 of the Code of Federal Regulations Part 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards," establishes requirements for Federal awards made to non-Federal entities. The Education General Administrative Regulations in 34 CFR (EDGAR) 75, 76, 77, 79, 81, 82, 84, 86, 97, 98, and 99] contain additional requirements for administering discretionary grants made by this Department.

The budget management process is as follows:

1. The Title III grant includes a detailed budget approved by the Department of Education. The Title III Steering Committee will review budget expenditures on a quarterly basis. The Title III coordinator, in consultation with the college's grants accountant, must approve all budget proposals and/or recommendations for changes.
2. **The approved budget(s) will be maintained by the Title III project director and the College Business Office.**
3. The grants accountant will produce an expenditure report in Jenzabar showing budgeted amounts, expenditures and commitments to date and remaining balances and provide reports to the Title III project director on a monthly basis.
4. The grants accountant, in consultation with the Title III project director, will be responsible for completing all budget reports for submission to the U.S. Department of Education.
5. The grants accountant, through the Business Office, will be responsible for draw down of federal funds, accounting and transaction processing, as well as financial reporting and auditing requirements. Please refer to the grant accounting fiscal procedures in Appendix xx (under development Fall 2017).
5. Records Retention: All electronic and paper participant and reporting records will be kept for a period of time consistent with the MA Statewide Records Retention Schedule. In all cases, records will be kept for a minimum of three years following the last financial transaction on the grant.

#### **D. BUDGET EXPENDITURES**

An activity coordinator may initiate an expenditure request, with the appropriate documentation, and submit it to the Title III project director, prior to the obligation of any funds. The Title III project director is responsible for approving all Title III grant expenditures. The project director will review all expenditure requests with the grants accountant to ensure they represent an allowable activity under Title III regulations and are consistent with the approved budget. Upon approval, project director will authorize the appropriate documents and forward them to the Human Resources or College Business Offices for transaction processing. The Business Office will be the official repository for all transaction documents and will retain all appropriate fiscal records for federal reporting and auditing purposes. An informal record of all transaction documents submitted to the Human Resources or College Business Offices will be maintained by the Title III project director.

A budget report, showing all grant expenditures, encumbrances, and remaining balances will be prepared by the Business Office and provided to the Title III coordinator on a quarterly basis. The Title III Steering Committee will monitor the Title III budget and expenditure activity to make certain that funds are appropriately committed in a timely fashion to support project objectives and activities.



## E. BUDGET REVISIONS

The budget estimates submitted with the Title III grant proposal were very carefully prepared. Any budget revisions or amendments must be directly related to advancement of grant objectives and supported by written documentation. The Title III project director approves any budget revisions, who will review it to determine if it is allowable in consultation with the grants accountant and the grants compliance coordinator.

In some cases, a budget revision may require prior approval from the U.S. Dept. of Education. The Title III project director will determine if prior approval from the U.S. Education Dept. is required. If it is unclear whether a proposed budget change requires prior approval, the Title III project director will contact the program officer at the U.S. Dept. of Education for assistance. If prior approval is necessary, the Title III project director will work with the grants accountant and the grants compliance coordinator to prepare and submit to the department a budget revision request, including a written justification for the change. No change will be considered approved until written confirmation from the Department of Education is received. Upon receipt of approval, a revised budget will be completed and kept on file with the Title III project director and the grants accountant, who will make any necessary changes in the Jenzabar system.

Budget changes/transfers requiring prior Federal approval:

- Change in scope of project – “the range or extent of activity”.
- Change in project objective.
- Change in key person.
- The absence for more than 3 months or a 25% reduction in time of the approved Title III project director.
- Transfer of funds from training/stipends (i.e., participant support costs) to other categories.
- Sub awarding or contracting out work that was not described in the application (except if it involves solely purchase of supplies or general support services).
- Results in the need for additional funds.
- Involves costs that are not specified in the original budget or for which there is no approved budget.

Budget changes/transfers NOT requiring prior Federal approval:

- A transfer of funds within an approved activity and approved line item. For example: approved budget provides \$1,000 for supplies and \$1,000 for external consultants. Team wishes to reduce funds for supplies and transfer the amount to the external consultant line. (Note: Any transfer of funds between line items that exceed 10% of total award for the funding period, DO require prior Federal approval).

## F. PROCUREMENT AUTHORIZATION AND PROCEDURES

Under 2 CFR Part 200.317, States are required to follow the procurement rules the States have established for purchases funded by non-Federal sources. When procuring goods and services for a grant's purposes, all other grantees may follow their own procurement procedures, but only to the extent that those procedures meet the minimum requirements for procurement specified in the regulations. These requirements include written competition procedures and codes of conduct for grantee staff, as well as requirements for cost and price analysis, recordkeeping and contractor compliance with certain Federal laws and regulations.

The Title III activity coordinators and the Title III project director are the only personnel authorized to initiate requests for purchase of Title III goods and/or services. Consistent with college policies, the executive vice president may also approve purchase orders at the recommendation of the Title III project director. In all cases, the standardized CCCC process must be used. The guidelines for approval are presented below. Please contact the Title III project director or Business Office with any questions.

### **Allowability**

For any cost to be allowable under a federal award, it must:

1. Be necessary and reasonable for the performance of the award;
2. Be allocable (i.e. assigned/apportioned) to the sponsored award under the federal principles and methods;
3. Be given consistent treatment with policies and procedures that apply uniformly to both federally-financed and College activities; and,
4. Conform to any limitations or exclusions included in the terms and conditions of the award.

All costs applied to sponsored research accounts should pass the test of being reasonable, allowable, allocable (specific to the project), and consistently treated. *Consider whether you would feel comfortable explaining this cost on a federally funded grant award to an auditor or members of the press.* If not, a non-grant account should probably be used.

A listing that notes the allow ability of common areas of spending is located in Appendix 44. A full listing can be found in 2 CFR 200, Subpart E: Cost Principles. Individual funder requirements/stipulations should be consulted prior to use of grant funds.

All expenses to be charged to a federal grant should receive approval from the Title III program director and grants accountant by using the Grant Activity Form (See Appendix 43). In addition to allow ability, approval involves ensuring the proper procurement of the goods or services.

## **Purchase Requisition Process**

1. Provided an item is allowable, the initiating party fills out a purchase requisition form. The Grant Activity Form documenting allowability should accompany the requisition form.
2. In addition to details related to the item(s) being acquired, the requisition should also include the cost center, the project code, and the object code associated with the purchase. The grants accountant should check all coding before a purchase order is created.
3. Purchase requisitions up to \$2,499 are approved by the Title III project director and are forwarded to the College Business Office for processing.
4. Purchase requisitions for expenditures between \$2,500 and \$9,999 require the signature of the vice president of Finance and Operations in addition to the Title III project director before being forwarded to the College Business Office.
5. Purchase requisitions totaling \$10,000 up to \$24,999 require the additional signature of the college president before they can be forwarded to the College Business Office for processing.
6. Purchase requisitions for expenditures totaling \$25,000 and beyond need the signatures of the Title III project director, Vice President of Finance and Operations, the President of the college, and the Board of Trustees.

Once proper approvals have been obtained, a Purchase Order is generated from the requisition document. All purchased orders must be signed by the vice president of administrative services or another designated employee. For receiving purposes, a copy of the purchase order is sent to the storekeeper.

## **Procurement Practices**

CCCC follows procurement regulations associated with M.G.L Chapter 30B. The procurement practices are detailed on the College website (<http://www.capecod.edu/web/procurement>). As noted above, when making grant purchases, the College procurement policies and procedures will be followed as long as they meet the minimum requirements under 2 CFR 200.317-326. In all cases, when the College policies and procedures differ from that of Federal regulations, the more stringent practice should be followed.

Below is a crosswalk with show the procurement practices to be followed in keeping with both the College policies and procedures and the requirements under 2 CFR 200.317-326.

**Procurement Method to Follow with Federal Funds: For Goods & Services (Construction-Related activities have different requirements)**

**(2 CFR 200, section 320 and M.G.L c. 30B: Supplies and Services) - MA 30B thresholds limits adjusted in November 2016, not yet reflected.**

|                            | <i>Procurement Value by Funding Source<br/>Based on Use of Most Conservative Method by Threshold</i>                      |   |   |   |  |   |
|----------------------------|---|---|---|---|--|---|
| <i>MA State-30B</i>        | <i>Under \$10,000</i>   | <i>NA</i>   | <i>\$10,000 to \$34,999</i>   | <i>\$35,000 or over</i>   |  |   |
| <i>Federal</i>             | <i>Under \$3,000</i>  | <i>\$3,000 to \$9,999</i>   | <i>\$10,000 to \$34,999</i>   | <i>\$35,000 or over</i>   |  |   |
| <b>Procurement Process</b> | Sound Business Practice/Micro Purchase  | Small Purchase Procedures   | 3 Quotes / Small Purchase Procedures  | Sealed Bids (IFB)   | Competitive Proposal (RFP)   | Any dollar amount ADDRESS - - 30B   |
| <b>Methodology</b>         | No competitive quotes IF prices considered reasonable. Distribute purchases among qualified suppliers, to extent possible | Simple and informal. Obtain price or rate quotes from an adequate number of qualified sources. Quotes can be in writing, oral, vendor price list on website, online search. | Simple and informal. Obtain price or rate quotes from more an adequate number of qualified sources (at least 3). Quotes can be in writing, oral, vendor price list on website, online search. | <u>To use:</u><br>Complete, adequate, realistic specification or purchase description available.<br>2 or more reasonable bidders<br>Fixed price contract feasible, selection can be based principally on price<br><u>Requirements:</u><br>Bids publically solicited, from adequate number of suppliers<br>Sufficient response time<br>Specifications and attachments will define items or services to allow bidder to respond<br>All bids publically opened at prescribed time/place<br>Reject a bid with sound | <u>To Use:</u><br>When conditions not appropriate for sealed bids<br><u>Requirements:</u><br>RFP must be publicized and identify all evaluation factors and relative importance<br>Consider all responses to maximum extent possible<br>Solicit from adequate # of qualified sources<br>Written method for conducting technical evaluation of proposal and selection<br>Separate price and technical proposals | Must meet:<br>* Item available from only single source<br>*Emergency<br>*Federal awarding agency authorizes noncompetitive proposals in response to written request from non-Federal entity;<br>*After solicitation from number of sources, competition determined inadequate |

|   | <i>Procurement Value by Funding Source<br/>Based on Use of Most Conservative Method by Threshold</i> |  |   |  |   |   |
|---|--|--|---|--|---|---|
| <i>MA State-30B</i>                                     | <i>Under \$10,000</i>  | <i>NA</i>  | <i>\$10,000 to \$34,999</i>   | <i>\$35,000 or over</i>  |   |   |
| <i>Federal</i>  | <i>Under \$3,000</i>   | <i>\$3,000 to \$9,999</i>                                  | <i>\$10,000 to \$34,999</i>   | <i>\$35,000 or over</i>  |   |   |
|   |  |  |   | documented reason  |   |   |
| <b>Awarding</b>   | Person offering best price;<br>Distribute purchases among qualified suppliers, to extent possible    | Responsible and responsive person offering the best price. | Responsible and responsive person offering the best price.  | Lowest price, responsible bidder who conforms with all material terms and conditions   | Responsible firm whose proposal is most advantageous to program, with price and other factors considered  |   |
| <b>Cost or price analysis and/or profit negotiation</b> | Not required   | Not required   | Not required  | Required Starting point, independent estimates before receiving bids/proposals Must negotiate profit as separate element of the price if in excess of \$150,000  | Required Starting point, independent estimates before receiving bids/proposals Must negotiate profit as separate element of the price if in excess of \$150,000 | Must negotiate profit as separate element of the price (FAR suggests less than 10%) Gov't/non-profit cannot keep profit |
| <b>Advertising Requirements</b>                         | No   | No   | No  | Yes<br>General circulation newspaper, at least 2 weeks before bid/proposal due and post on jurisdiction's bulletin board or website; If \$100,000 or more, advertise once in the <i>Goods and Services Bulletin</i> at least two weeks before bids or proposals are due. |   | NA  |
| <b>Contract</b>   | No written contract required   | No written contract required                               | Written contract required   | Written contract; Firm fixed price contract (lump sum or unit price)   | Written contract; Fixed price or cost-reimbursement type contract   |   |
| <b>Maximum Contract Term</b>                            | NA   | NA   | Three years, unless majority vote authorizes longer   |  |   |   |
| <b>Contract Provisions</b>                              | NA   | NA   | <u>All</u> : Equal Employment Opportunity<br><u>All</u> : Debarment and Suspensions (EO 12549 and 12689) (require with bid response)<br><u>Rights to Inventions Made Under a Contract or Agreement</u> : see if |  |   |   |

|                     | <i>Procurement Value by Funding Source<br/>Based on Use of Most Conservative Method by Threshold</i> |                               |  |                         |  |
|---------------------|--|-------------------------------|--|-------------------------|--|
| <i>MA State-30B</i> | <i>Under<br/>\$10,000</i>  | <i>NA</i>                     | <i>\$10,000 to<br/>\$34,999</i>  | <i>\$35,000 or over</i> |  |
| <i>Federal</i>      | <i>Under<br/>\$3,000</i>   | <i>\$3,000 to<br/>\$9,999</i> | <i>\$10,000 to<br/>\$34,999</i>  | <i>\$35,000 or over</i> |  |
|                     |  |                               | 37 CFR 401.2 (a)<br><u>Over \$2,000 and construction:</u> Davis-Bacon Act (40 U.S.C. 3141-3148)<br><u>\$10,000 or more:</u> Termination for cause and for convenience<br><u>Over \$100,000:</u> Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)<br><u>Over \$100,000 with employment of mechanics or laborers:</u><br>Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708)<br><u>Over \$150,000:</u> Clean Air Act (42 U.S.C. 7401-7671q.) and Federal Water Pollution Control Act (U.S.C. 1251-1387)<br><u>Over \$150,000:</u> address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate. |                         |  |

**\*Under \$2,000 in case of acquisitions for construction subject to the Davis Bacon Act**

## **G. CONSULTANT SERVICES/CONTRACTING**

Acquisition of consultant services requires completion of the Commonwealth of Massachusetts - Standard Contract Form, an Employment Status Form, and W-9 prior to delivery of any service. Contact the Business Office for current copies of these forms.

The acquisition of any consultant or independent contractor services must follow proper procurement procedures as described in Section F.

### **Standard Contract Form/Independent Contractor Process:**

1. An independent contractor would not be considered an employee of the college and must complete the Standard Contract Form, Employment Status Form, and a W-9 form, prior to delivery of service. The activity coordinator will prepare a draft contract form and forward it to the Title III project director for approval.
2. Once approval is obtained, the Title III activity coordinator will prepare the final copy of the Standard Contract Form. The Contract Form, together with the Employment Status Form and a W-9, will be sent to the consultant for signature and completion of all other required information.
3. When the signed contract form is returned by the consultant, the Title III activity coordinator will forward them to the Vice President of Finance and Administration for his signature.
4. The Activity Coordinator or authorized designee will be responsible for notifying consultant of authorization to proceed with agreed upon service.
5. Once services are completed, the Activity Coordinator will then complete a Purchase Requisition Form and forward it to the Title III project director for signatures (see purchasing procedures). The Title III project director will approve it and forward it to the Accounts Payable Office for payment processing.

**Contractor must sign all contract forms PRIOR to proposed dates of service. Submit paperwork at least ten working days prior to contract start date to ensure approvals are obtained in a timely way. No contract is considered "approved" until signed by the Vice President of Finance and Operations or authorized designee.**

## **H. Request for Part-Time Employment:**

A Personnel Action Request (PAR) must be completed for payment of any part-time employee. The PAR outlines the employment agreement and provides details regarding compensation. An approved budget must be in place for the PAR to be processed. No employee may begin work until a PAR is generated by the college's Department of Human Resources (that includes an integrated payroll office) and approved. Payments will be processed through the state's HR/CMS payroll system as approved by the supervisor. The Title III coordinator must approve any PAR concerning positions under the Title III grant. The PAR is generated by the Department of Human Resources and provided to the Title III Coordinator (among others) for approval and signature.

## **I. TRAVEL AND RELATED EXPENSES**

All travel paid with Title III funds must be directly related to the goals and objectives of the Title III project and approved by the Title III project director in advance of the travel. There is no reimbursement for unapproved travel. Standard CCCC travel policy will be followed (<http://www.capecod.edu/web/procurement>) to include completion of CCCC Travel Authorization Form (See Appendix 49.) Appropriate receipts must accompany the Travel Expense Voucher after travel has been completed. Approved travel requests will be forwarded to the CCCC Business Office for payment.

### **Travel Request Process:**

1. The individual(s) requesting to travel completes the required information on the Travel Authorization Form and submits to the Title III project director. (See Appendix, Exhibit XI)
2. The Title III project director will review and approve all travel authorization forms.
3. If funds are requested, the Vice President of Academic & Student Affairs and the Vice President of Finance & Operations must also approve the authorization form.
4. Upon approval, the Title III project director will return the traveler's copy of the request form to the traveler. This will serve as authorization to proceed with travel arrangements, which will be made in collaboration with the Title III project director's office and the College Business Office.
5. Once travel is completed, the traveler will submit a Travel Expense Voucher Form with original receipts to the Title III project director. The Title III project director will approve and sign the form (maintaining a copy for the files) and send it to the Vice President of Finance & Operations. The form will then be sent to the college Business Office for reimbursement.

### **IMPORTANT NOTES ON TRAVEL!**

- **All college and collective bargaining policies related to travel costs and reimbursement rates will apply.**
- **Original receipts are required for reimbursement of expenses.**



## **J. FACULTY/STAFF STIPEND PAYMENTS**

1. Periodically, stipends will be utilized in support of Project SAIL objectives. In such cases, a strict process will be followed to maintain oversight.
2. Supporting documentation will be maintained for all stipend related work. Specific details include, but are not limited to, the following:
  - a. Initial announcement by program manager
  - b. All responses or requests by potential recipients
  - c. Any adjudication, vetting, or selection notes and processes
  - d. Selection notification announcements
  - e. Details of the specific tasks, projects, courses, training or products to be completed to include:
    - i. Scope of work
    - ii. Estimated completion date
    - iii. Stipend amount
    - iv. Supporting paperwork (rubrics, plans, syllabi, etc.)
    - v. Required follow-up (papers, presentations, etc.)
  - f. Timesheets and/or project progress reports completed by the recipients
  - g. All payment process paperwork (see steps 3-6)
3. Once completed the project manager will prepare a Stipend Request Spreadsheet to include the following:
  - a. Reason for stipend
  - b. Source code
  - c. Cost Center
  - d. Name(s) of recipient(s)
  - e. Stipend Amount
  - f. Statement of work period
4. For external payments (non-4Cs payroll) prepare a Grant Activity Summary Sheet (Enclosure 2) to include the following:
  - a. Grant year
  - b. Fiscal year
  - c. Description of Activity/Expenditure:
  - d. Relevance to Title III:
  - e. Grant Objectives:
  - f. Is the expenditure allowable under the terms of the grant? Yes or No
  - g. For travel and meal expenditures, attach additional documentation
5. Grant owner must sign both the Stipend Request Spreadsheet and the Grant Activity Summary Sheet (when applicable).
6. Scan the signed Stipend Request Spreadsheet and Grant Activity Summary Sheet (when applicable) for record keeping purposes and ease of transmission via email.
7. Prepare a Cape Cod Community College Purchase Requisition Form for record keeping purposes only. The required signature section does not need to be completed for payroll (stipend) purposes.
8. Deliver original signed Stipend Request Spreadsheet and Grant Activity Summary Sheet (when applicable) to the Grant Accountant in the Budget Office.

9. Email scanned copy of signed Stipend Request Spreadsheet (.pdf), and scanned copy of signed Grant Activity Summary Sheet (when applicable) to:
  - a. Budget - Grant Accountant (currently Maribeth Malloy)
  - b. Human Resources - Payroll Specialist (currently Donna Bishop)
  - c. Human Resources - Personnel Analyst (currently Jean LeBaron)
  - d. Institutional Research and Planning - Grants Compliance and Research Analyst (currently Marie Murphy)
  - e. Grant Owner
  
10. Compile any supporting documentation for grant oversight and accounting purposes.
  
11. Notify grant recipients that stipends have been processed and provide estimated payroll period that the stipend will be disbursed.

## **K. EQUIPMENT MANAGEMENT (FOR REFERENCE USE ONLY)**

Title III regulations require that all equipment purchased with federal funds be properly accounted for by the college and used in the project/activity for which the equipment purchase was approved. No property may be transferred, replaced, sold or otherwise disposed of except through the office of the Title III project director. The general policies and procedures are provided below. Prior to making any decisions with regard to the purchase, use or disposition of equipment purchased with Federal funds, please consult 2 CFR 200.313 and the grant program officer when necessary.

NOTE: At this time, no equipment is scheduled for purchase with Title III funds.

### **Equipment Use:**

Equipment will be used for the project/activity for which it was acquired. Departments are responsible for taking steps to keep the equipment secure and in good working condition. When/if the equipment is no longer needed for the original project; the college will use the equipment in other projects currently or previously sponsored by the Federal government.

### **Equipment Replacement:**

If replacement becomes necessary, the college may use the equipment to be replaced as trade-in or sell the equipment and use the proceeds to offset the costs of the replacement equipment subject to the approval of the U.S. Department of Education.

### **Equipment Relocation:**

Equipment location information must remain current. If it is necessary to permanently relocate equipment, the requesting department must notify by memo the Facilities, IT Department (if needed) and Purchasing Department and submit it to the Title III project director for approval.

### **Equipment Disposition:**

Should the college no longer need the equipment; the Title III project director will request disposition instructions from the U.S. Department of Education in accordance with EDGAR 74.34, 2 CFR 200.313, and State of MA requirements. The Comptroller should also be informed of all disposition requests.

### **Equipment Records/Tagging Procedures:**

The college will tag and inventory all Title III funded equipment with a unit cost of \$1000 or more. Procedures for managing equipment (including replacement equipment), whether acquired in whole or in part under a Federal award,

until disposition takes place will, requires that a physical inventory be conducted consistent with College policies and procedures and that the property records include:

- Local college tag number to link to record information
- a description of the property,
- a serial number or other identification number,
- the source of funding for the property (including the FAIN/Award number),
- who holds title,
- the acquisition date,
- cost of the property,
- percentage of Federal participation in the project costs for the Federal award under which the property was acquired
- the location
- use and condition of the property
- and any ultimate disposition data including the date of disposal and sale price of the property.

**Equipment Inventory Control:**

A physical inventory of all Title III purchased equipment shall be taken at least once per year. Any difference with the original purchase list must be investigated to determine the cause of the variance. Any lost or stolen equipment will be investigated and reported in accordance with college and state policies and a report retained by the Title III office. The Comptroller is the designated as the Obsolete/Surplus Property Officer to facilitate the identification and disposal of surplus or obsolete property.

**Supplies:**

Supplies may include such consumables as expendable equipment, office or classroom supplies. Title to supplies and other expendable equipment will vest in the college. In accordance with EDGAR 74.35, if there is a residual inventory of unused supplies exceeding \$5,000 in total aggregate value upon completion of the program and the supplies are not needed for any other federally-sponsored project or program, the recipient shall retain the supplies for use on non-Federal sponsored activities but will compensate the Federal government for its share. The amount of the compensation will be calculated per EDGAR 74.34.

## SECTION IV: PERSONNEL POLICIES

### A. PERSONNEL OBJECTIVES

The president has highlighted Title III grant implementation as a top priority for the college. The expectation is that our faculty and staff will be active participants in completing our objectives and have been recruited, selected, or volunteered to serve on committees. In addition, the grant funds two full-time positions to ensure objectives are fully integrated into the fabric of college practice and services. Title III regulations are very specific on the obligation of funds for personnel and in the documentation of time for grant positions.

The following objectives have been established to ensure compliance:

1. To support and hold staff and faculty accountable for participating in the project and performing assigned duties.
2. To adhere to existing college personnel policies and procedures.

### B. TIME AND EFFORT REPORT

As a condition of receiving the Title III award, certain key personnel are identified and committed to providing a specific percentage of work time to this grant initiative. In addition, there are other college members, although not specifically identified in the grant, which are critical to achieving grant objectives. To ensure compliance with the federal requirements regarding personnel commitment and accountability, after-the-fact documentation of time and effort will be required from the following key individuals:

#### In-Kind:

| Title:                          | Percentage Time/Effort |        |        |        |        |
|---------------------------------|------------------------|--------|--------|--------|--------|
|                                 | Year 1                 | Year 2 | Year 3 | Year 4 | Year 5 |
| Grant Compliance Coordinator    | 20%                    | 20%    | 20%    | 20%    | 20%    |
| Clerk                           | 50%                    | 50%    | 50%    | 50%    | 50%    |
| NEASC Accreditation Coordinator | 50%                    |        |        |        |        |
| Assessment Coordinator          | 50%                    |        |        |        |        |

#### Grant Funded:

| Title:                              | Percentage Time/Effort |        |        |        |        |
|-------------------------------------|------------------------|--------|--------|--------|--------|
|                                     | Year 1                 | Year 2 | Year 3 | Year 4 | Year 5 |
| Title III Activity Coordinator-PDAT | 100%                   | 100%   | 100%   | 100%   | 100%   |
| Title III Activity Coordinator-TASS | 100%                   | 100%   | 100%   | 75%    | 50%    |
| Academic Advisor                    | 100%                   | 100%   | 100%   | 75%    | 50%    |
| Title III Project Director          | 50%                    | 50%    | 50%    | 50%    | 50%    |
| Tutors                              |                        |        |        |        |        |

Paid hourly for Supplemental Instruction in Gateway Courses.  
Complete after-the-fact reporting via paper timesheets administered through the tutoring center and payroll department.

All individuals (in-kind and grant funded) who report their time into HRCMS for compensation will be required to complete a Time and Effort Report on a monthly basis in order to provide adequate after-the-fact effort reporting (See Appendix, Exhibit X). The process for Time and Effort reporting is as follows:

1. No later than one week from the end of the month, the Time and Effort Report will be signed by the employee and the employee's supervisor, with the intent of having the person who has the best knowledge of the employee's duties being the certifier.
2. The form will then be submitted to the Title III project director and Grant Compliance Office for review.
3. The Grant Compliance Office will keep a hard copy of all time and effort reports.
4. Employees are required to keep documentation supporting their activities (e.g., travel form, electronic calendar).
5. All grant-paid staff also submits their work time through the HRCMS system for payroll compensation. For all grant-funded employees that do not devote 100% of their effort to the Title III grant, their time and effort after-the-fact reporting and the scheduled payment allocation set-up in HRCMS will be reviewed quarterly by the grants accountant. Any adjustments needed to true-up the after-the-fact reporting with the payroll compensation split across funding sources will occur at the end of each quarter. (Updating Fall 2017)

#### **C. FACULTY/STAFF PERFORMANCE AGREEMENT -**

In an effort to garner the best thoughts and ideas, committees including faculty and staff members from across the college will be established and membership reviewed annually to accomplish our objectives. Committee members will commit to full and active participation in meetings and activities and compliance with all college policies regarding grant administration. Each committee member is required to provide written confirmation of participation upon appointment to a committee. The documentation will be retained in the Title III office files. Documentation for those individuals who may receive a stipend for participation in Title III activities will be satisfied through the stipend payment process (See Section III, J. Faculty/Staff Stipend Payments Updating Fall 2017).

#### **D. CHANGE IN KEY PERSONNEL**

The college must obtain prior approval from the U.S. Department of Education for a change in the key personnel identified in the grant document. If a change is necessary, the president's office will submit a request to the assigned Title III federal program officer.

#### **E. RECRUITMENT AND EMPLOYMENT PROCEDURES**

Any Title III grant position will be subject to all college practices, procedures and guidelines for recruitment and employment. Please see the Vice President of Human Resources for hiring instructions and guidelines for full and part-time employees. The following describes the approval process required for any Title III grant position prior to posting by the Human Resources Office.

1. The Title III activity coordinator and the Title III project director will complete the Personnel Requisition form.

2. The Title III project director will work with the Human Resources Office to properly post/advertise and recruit the position.
3. The Title III project director will retain copies of job descriptions and postings related to grant positions. Resumes will be retained in accordance with college policy.

#### **F. SALARIES AND SALARY CHANGES**

As with all grant funded positions at the college, Title III positions will be classified in accordance with existing personnel categories (professional/classified; unit or non-unit) and salaries set commensurate with college pay scales. However, unlike state or institutionally funded positions, any salary increases negotiated through collective bargaining agreements are only applicable to grant employees if funds are available within the grant to support the increase. Salary changes, through means other than the collective bargaining process, are subject to review in accordance with existing college policy.

## SECTION V: PROJECT EVALUATION

### A. PROJECT EVALUATION PLAN

A key process to assuring incremental success over the five-year effort and assuring the achievement and sustainability of predicted final outcomes is project evaluation. The length of time allotted to the evaluation provides a unique opportunity to engage in continuous feedback and quality improvement activities and to observe deep systems change at the end of the five-year period. The comprehensive analysis of institutional strengths and weaknesses enabled the committees to build a logic model that drives the program design and evaluation approach. In order to ensure that the evaluation is sensitive to the need to comment on emerging approaches and implementation strategies and assess the overarching goals of the Activity, the project evaluation structure will use formative and summative evaluation methods to observe changes using qualitative and quantitative data to document achievements.

### B. INDEPENDENT EVALUATOR (IE)

The college will contract with an independent evaluator to assist in the evaluation design for every programmatic aspect of the project. Due to the integral role the college's director of institutional research will be playing in implementing the Title III Activity, an external individual will be needed to provide an unbiased perspective. The evaluator will visit the college at each mid-year and end-of-year to examine the project and determine its progress, outputs, and outcomes. S/he will help to devise evaluation questionnaires and interview and focus group questions to be used during both formative and summative evaluations. Formal reports will be prepared after each visit and sent to the Title III project director for distribution to key internal stakeholders. The qualifications of the IE will be: an individual with significant project evaluation expertise who has familiarity with community colleges and student retention strategies; experience conducting independent Title III project evaluations; demonstrated experience with Federal regulations; and demonstrated knowledge of standards such as those set forth in the American Evaluation Association's Guiding Principles for Evaluators. Selection of the evaluator will be the role of the Title III project director and the Title III Steering Committee.

### C. INTERNAL EVALUATION TEAM (IET)

The Evaluation Plan also calls for the commission of an Internal Evaluation Team . Using an open evaluation model, the project team and participants will also have a substantive role in reflecting on project progress, determining



whether course corrections or refinements are necessary to achieve desired long-term goals, and discussing the meaning of project final results.

Formative assessments will focus on the interim goals of the project and seek to tap into the growing base of knowledge and experience of participants in the Activity. The formative evaluation approach examines project activities in earlier stages of implementation and recommends any modifications that may improve the Activity's prospects for successful outcomes. The formative evaluation strategies planned for years 1-3 of the project will focus on bringing project participants together to reflect on activities, observe achievement of interim objectives, strengthen project approaches as needed, further define projected outcomes, and fine tune the measures that will be used to evaluate summative outcomes. The summative assessment of the evaluation begins at the end of the first year. It includes measurement of project-level outcomes and assessment of the initial applicability of such outcomes to the broader goal of the Activity. All approaches will be focused on the theoretical constructs, strategies, and goals articulated in this application. The evaluation plan will be directed by the independent evaluator in concert with the Title III project director and the Internal Evaluation Team.

**SECTION VI:**

**APPENDIX**

**TITLE III PROJECT SAIL  
COMMITTEE MEETING MINUTES**

**DATE: \_\_\_\_\_**

---

Notes

---

In Attendance

|  |  |
|--|--|
|  |  |
|  |  |
|  |  |
|  |  |

Staffing Updates:

Committee Membership Update:

DOE Grant Report:

Evaluator Site Visit:

Budget:

Technology Needs Update Update:

Gateway Course Revision Update:

Additional Professional Development:

Online orientation and modules:

AFA/academic maps update:

CAPE COD COMMUNITY COLLEGE: GRANT ACTIVITY & PROCUREMENT DOCUMENTATION

GRANT AWARD: \_\_Title III – Project SAIL\_\_\_\_\_ / GRANT YEAR:\_\_\_\_\_

*Please complete this form with a purchase requisition PRIOR to making a purchase.*

|   |                |
|---|----------------|
| Item(s) to be Purchased/Description of Expenditure: |                |
| Relevance to Grant Objectives:                      |                |
| Vendor/Contractor:                                  | Total Cost: \$ |

Funding Source/Procurement Method

**Check funding source and total expenditure range. This will determine the appropriate method of procurement to use. Please contact Grants Office, Grants Accountant or Procurement for assistance.**

| Chk | State/Private  | Chk | Federal  |
|-----|--|-----|--|
|     | < \$10,000: Sound business practice/reasonable price |     | <\$3,000: Sound business practice/reasonable price |
|     | \$10,000-\$49,999: Three quotes (attach)             |     | \$3,000-\$9,999: 2 or more prices/quotes (attach)  |
|     | \$50,000 and over: Sealed bids or proposals          |     | \$10,000-\$49,999: Three quotes (attach)           |
|     | Sole/Single Source (complete documentation)          |     | \$50,000 and over: Sealed bids or proposals        |
|     |  |     | Sole/Single Source (complete documentation)        |

Source of Pricing: **Please indicate the source of the pricing obtained. (Attach documentation of prices)**

| Check | Source of Pricing  | Notes/Other Information   |
|-------|--|---------------------------|
|       | Contract Price Listings (e.g., MHEC, State Contracts, etc) | Contract # :              |
|       | Sealed Bid (e.g., IFB, RFP)                                | Bid #:                    |
|       | Quotations (Written)                                       | Please Attach             |
|       | Catalog/Market/Internet Pricing                            | Please Attach             |
|       | Sole Source  | Complete Sole Source Form |
|       | Other (Specify)  |                           |

**For travel and meal expenditures, please attach additional documentation (i.e.: Meeting/Conference Agenda, Itinerary, receipts etc.)**

Other Relevant Notes:

Is the expenditure allowable under the terms of the grant? Yes    or    No  
(Circle)

Signature:\_\_\_\_\_ Date:\_\_\_\_\_

G/L #: \_\_\_\_\_ Project

Code:\_\_\_\_\_



**APPENDIX XX**

**KEY AREAS OF ALLOWABILITY (2 CFR 200, SUBPART E)**

| Item   | Allowable/Unallowable   |
|--|---|
| Advertising and public relations   | Unallowable, <u>EXCEPT</u> in the case of recruitment for a position necessitated by the grant, procurement of goods and services, public promotion/outreach and other specific purposes necessary to meet the requirements of the Federal award (see guidance for more details)  |
| Advisory Councils  | Unallowable   |
| Alcoholic beverages  | Unallowable   |
| Alumni/ae activities   | Unallowable   |
| Bad debt   | Unallowable   |
| Books or Journals  | Allowable when necessary to meet the specific requirements of the grant agreement; otherwise provided as part of College's library services   |
| Capital expenditures (>\$5,000)  | Unallowable if not pre-approved by federal agency   |
| <p>Conferences</p> <p>A conference is defined as a meeting, retreat, seminar, symposium, workshop or event whose primary purpose is the dissemination of technical information beyond the non-Federal entity and is necessary and reasonable for successful performance under the Federal award.</p> | <p>Allowable conference costs paid by the non-Federal entity as a sponsor or host of the conference may include rental of facilities, speakers' fees, costs of meals and refreshments, local transportation, and other items incidental to such conferences unless further restricted by the terms and conditions of the Federal award.</p> |
| Commencement and convocation cost  | Unallowable   |
| Compensation – personal services   | Allowable (see UG for specific considerations)  |
| Compensation – fringe benefits   | Allowable. Fringe benefits include, but are not limited to, the costs of leave (vacation, family-related, sick or military), employee insurance, pensions, and unemployment benefit plans.(See UG for specific considerations)  |
| Consulting Services  | Allowable if consulting services rendered by persons who possess a special skill and who are not officers or employees of the College   |
| Criminal, civil, or administrative proceeding costs  | Unallowable   |
| Donations and contributions  | Unallowable   |
| Entertainment (even on business trips)   | Unallowable   |

| Item  | Allowable/Unallowable  |
|---|--|
| Equipment – special purchase (e.g., scientific equipment)   | Allowable provided the items with unit costs of \$5,000 or more have prior approval of sponsor   |
| Equipment – general purpose ( e.g., office, equipment)      | Unallowable except where approved in advance by sponsor.   |
| Fines and penalties   | Unallowable  |
| Fundraising and investment costs                            | Unallowable  |
| Goods or services for personal use                          | Unallowable  |
| Lobbying  | Unallowable  |
| Losses on other sponsored agreements or contracts           | Unallowable  |
| Maintenance and repair costs                                | <p>Allowable (with condition).<br/>           Costs incurred for utilities, insurance, security, necessary maintenance, janitorial services, repair, or upkeep of buildings and equipment (including Federal property unless otherwise provided for) which neither add to the permanent value of the property nor appreciably prolong its intended life, but keep it in an efficient operating condition, are allowable. Costs incurred for improvements which add to the permanent value of the buildings and equipment or appreciably prolong their intended life must be treated as capital expenditures. These costs are only allowable to the extent not paid through rental or other agreements.</p> |
| Materials and supplies                                      | Materials and supplies used for the performance of a Federal award may be charged as direct costs. In the specific case of computing devices, charging as direct costs is allowable for devices that are essential and allocable, but not solely dedicated, to the performance of a Federal award.   |
| Meetings and conferences                                    | Allowable provided the primary purpose of the meeting or conference is dissemination of sponsored agreement-related information  |
| Memberships, subscriptions, and professional activity costs | <p><u>Allowable:</u></p> <p>a)Costs of the non-Federal entity's membership in business, technical, and professional organizations.</p> <p>b)Costs of the non-Federal entity's subscriptions to business, professional, and technical periodicals are allowable.</p> <p>c)Costs of membership in any civic or community organization are allowable with</p>   |

| Item  | Allowable/Unallowable   |
|---|---|
|   | <p>prior approval by the Federal awarding agency or pass-through entity.</p> <p><u>Unallowable:</u></p> <p>a)Costs of membership in any country club or social or dining club or organization are unallowable.</p> <p>b)Costs of membership in organizations whose primary purpose is lobbying are unallowable.</p> |
| Organization costs                          | Unallowable, except with prior approval of the Federal awarding agency.   |
| Participant support costs                   | Allowable, with prior approval of the Federal awarding agency.  |
| Plant and security costs                    | Allowable. Necessary and reasonable expenses incurred for protection and security of facilities, personnel, and work products.  |
| Pre-award costs                             | Allowable - only to the extent that they would have been allowable if incurred after the date of the Federal award <u>and</u> only with the written approval of the Federal awarding agency.  |
| Professional services costs                 | Allowable. See guidance for details (conditions apply)  |
| Proposal development costs                  | Unallowable   |
| Prizes and awards                           | Unallowable   |
| Recruitment Costs                           | Allowable - to the extent that such costs are incurred pursuant to the non-Federal entity's standard recruitment program. (See guidance for further details)  |
| Rental costs of real property and equipment | Allowable. See guidance for more details (conditions apply)   |
| Salary, faculty and professional staff      | Allowable, provide the salary is reasonable, directly related to the work of the sponsored agreement, and in proportion to the work performed on the grant  |
| Salary, administrative and clerical         | Unallowable as a direct cost except where a “major project” explicitly budgets for administrative services and the staff involved can be specifically identified with the award   |
| Salary, students                            | Allowable provide the wages are reasonable, directly related to the work of the sponsored agreement, and documented according to OMB 2 CFR_200  |
| Student activity costs                      | Unallowable unless specifically provided for in the grant award   |
| Taxes                                       | See guidance for details  |



| Item  | Allowable/Unallowable  |
|---|--|
| Telephone – local   | Unallowable  |
| Training and education costs  | Allowable (for employee development)   |
| Transportation costs<br>Costs incurred for freight, express, cartage, postage, and other transportation services relating either to goods purchased, in process, or delivered | Allowable. When such costs can readily be identified with the items involved, they may be charged directly as transportation costs or added to the cost of such items.                           |
| Tuition and fees  | Unallowable except for training grants or tuition remission as, or in lieu of, pay for graduate students working on that particular grant  |
| Travel – domestic   | Allowable provided the travel is reasonable and directly related to the work of the sponsored agreement. Follow institution policies   |
| Travel – international  | Allowable provided the travel is reasonable and directly related to the work of the sponsored agreement, and compliant with the requirements of the Fly America Act. Follow institution policies |

| Great Ideas for Teaching Students Mini Grants - EXAMPLE |            |                |                          |
|---|------------|----------------|--------------------------|
| Source: 2313  |            |                |                          |
| Cost Center: 9230                                       |            |                |                          |
| Statement of Work Period: June 23 - August 15, 2016     |            |                |                          |
| Last Name   | First Name | Stipend Amount | Statement of Work Period |
| Albert  | George     | \$250.00       | 6/23 - 8/15              |
| Anderson  | Scott      | \$250.00       | 6/23 - 8/15              |
| Bancroft  | Rachael    | \$250.00       | 6/23 - 8/15              |
| Benjamin  | Denise     | \$250.00       | 6/23 - 8/15              |
| Casey-Lane  | Cate       | \$250.00       | 6/23 - 8/15              |
| Esperson  | Christine  | \$250.00       | 6/23 - 8/15              |
| Etter   | Catherine  | \$250.00       | 6/23 - 8/15              |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |
|   |            |                |                          |



**CAPE COD COMMUNITY COLLEGE**  
TRAVEL AUTHORIZATION FORM

Date Completed \_\_\_\_\_ Date Received (Office of VP, Finance & Operations) \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_ Ext.: \_\_\_\_\_

Purpose of Trip: \_\_\_\_\_  
(Conference, Convention, Meeting, etc. – Attach Documentation)

Destination: \_\_\_\_\_  
(City, State)

From: \_\_\_\_\_ To: \_\_\_\_\_  
Departure: Time and Date Return: Time and Date

College Car Requested: Yes \_\_\_\_\_ No \_\_\_\_\_ Car Authorized: \_\_\_\_\_

**ESTIMATED EXPENSES: Please fill out as completely as possible.**

Round Trip Fare: Car \_\_\_\_\_ Bus \_\_\_\_\_ Train \_\_\_\_\_ Airplane \_\_\_\_\_ \$ \_\_\_\_\_

Lodging (Hotel / Motel): \_\_\_\_\_ \$ \_\_\_\_\_

Meals: Breakfast \_\_\_\_\_ Lunch \_\_\_\_\_ Dinner \_\_\_\_\_ \$ \_\_\_\_\_

Registration Due Date: \_\_\_\_\_ Registration Fees \$ \_\_\_\_\_

Other Expenditures: \_\_\_\_\_ \$ \_\_\_\_\_

Payable to: \_\_\_\_\_

Special Justification Remarks: \_\_\_\_\_

|   |                |
|---|----------------|
| *Travel Agent Authorization: <u>CCC</u><br>(To be Provided by Finance & Operations) | TOTAL \$ _____ |
|---|----------------|

\*Airfare and hotel accommodations should be made by our contract travel agent.

**REQUIRED SIGNATURES, APPROVALS & INFORMATION**

|   |   |
|---|---|
| _____<br>Traveler   | _____<br>Approved: Area Dean/Director   |
| Are Funds Requested? Yes _____ No _____   | _____<br>Approved: Vice President, Academic & Student Affairs<br>(Travel Out of State and / or Over \$250.00) |
| <b>SOURCE OF FUNDS</b><br>Budget Acct. #: _____<br>Grant Acct. #: _____<br>Other: _____<br>Professional Development : _____<br>(Professional Development Application must be approved and attached) | _____<br>Approved: Vice President, Finance & Operations<br>(Travel Out of State and / or Over \$250.00)       |
|   | _____<br>Approved: Professional Development Committee   |

**President's Approval Required for International Travel, Travel Outside of New England & Vice Presidents' Travel**

**Approval: President** \_\_\_\_\_

**NOTE:** This completed form must be submitted to the Office of the Vice President of Finance & Operations at least seven (7) business days prior to travel. Travel agent authorization number is required before booking airfare / accommodations.