



Grants Management Handbook

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Getting Started

Congratulations! Daytona State College just received notification that the proposal put forward for your project has been funded. First things first, let's review the responsibilities of the person in charge of the project, known as the Project Director.

Project Director Roles and Responsibilities

According to Daytona State College Policy 3.01, a Grant or Contract Project Director includes the principal investigator, co-principal investigator, and any other person who is responsible for the design, conduct, coordination, or reporting for the project. This person is the individual who has final responsibility for the conduct of the proposed activities for the project (as outlined in the proposal or award) and holds fiduciary responsibility for an award's management.

Additionally, as outlined in College Procedure 514, the Project Director is responsible for project implementation and for submitting programmatic project reports to the funding agency. It is the responsibility of the Project Director to assure that these reports are reviewed by his or her supervisor prior to submission (with a copy to Resource Development). Grants Accounting holds responsibility for submission of required financial reports to the funder.

Kick-off Meeting

In an effort to get the project off to a positive start, the Grants Management Coordinator will schedule a meeting with the Project Director, grants accountant, a Marketing representative, a Human Resources representative, a Purchasing representative, and a representative from any other college department that will be vital in the beginning stages of the grant. The meeting will provide a forum for personnel from all relevant areas to discuss the goals of the grant, any special needs, and to determine a timeline. These connections are vital in grant implementation and allow for a smooth process as the program gets off the ground.

Conflict of Interest

Conflict of interest is a hot-button issue with funding agencies. It is imperative that Project Directors make sure that all grant funds are spent without even the appearance of a conflict. Conflict can arise in purchasing products or services or in the administration of the project.

Conflict in Purchasing

The federal and state governments outline policies and procedures regarding the purchasing of goods and services using grant funds. This policy is incorporated into the College's Purchasing Policy and Procedure. All Project Directors must comply with the purchasing rules or risk current and future funding.

Conflict in Administration

For most projects funded by the Department of Education, a person is prohibited from participating in **any** administrative decision regarding the project if the decision is likely to benefit that person or a member of his or her immediate family. This means that no Project Director or member of the administration may hire any immediate family member either fulltime or part-time or contract with any business owned or operated by a family member to work on the grant-funded project. Additionally, the Project Director or other decision-maker must not use his/her position in a way that is, or appears to be, motivated by financial gain for others or the decision-maker.

Institutional Review Board

In compliance with federal regulations, all programs and grant proposals involving human subjects must be presented to the Institutional Review Board (IRB) for approval. This approval must be obtained prior to the initiation of the research project and the project must be reviewed annually. Academic and educational activities subject to the IRB review include but are not limited to:

1. Collection of information from an identifiable individual or any collection of information about an identifiable individual that is not already publicly available, the results of which will be made public in some way
2. Quantitative, qualitative, and correctional research involving human participants
3. Oral histories, interviews, surveys, and participant observations

The Project Director will work with the IRB to complete the required forms and submit appropriate information. In some cases, the Project Director will be required to complete a short on-line training, located at <http://phrp.nihtraining.com/users/login.php>

Moving Right Along

Budgets and Expenditures

When the grant proposal is written, the budget is created using the most accurate information available at the time. When a grant proposal is funded, the funding agency expects the college to carry out all of the activities outlined in the proposal, including the budget. This includes both money received from the funding agency and the College's pledged cost share, also known as matching funds. With this in mind, Grants Accounting will set up a cost center and budget reflective of what is in the approved proposal. If the grant involved a match from the College, the Project Director will be given a match cost center which reflects the match pledge. In some cases where the grant project will generate fees or income as a result of grant activities, the Project Director will also be provided a cost center for program income as well.

The Project Director is responsible for monitoring the cost center(s) to make sure appropriate charges are being made and that the funds are spent as planned. The Grants Accountant and Grants Management Coordinator will assist by meeting with the Project Director quarterly to review the grant budget and expenditures. The Project Director (and any other personnel designated by him or her) will also be granted access to view the Report for Balances for their cost center(s) via the Cognos website. Once the Grants Management Coordinator has notified Information Services to grant access to run the report(s), appropriate personnel may generate this report using instructions provided by Resource Development.

Matching Funds

Matching funds are those items, either cash or in-kind, that the College pledges to complete the proposed project. Though these are Daytona State College funds pledged to the grant, the expenditures are subject to the same restrictions as grant funds. The expenditures must be properly documented and must be allocable, allowable, and reasonable. Once committed, all of the rules and regulations governing the original grant funds are applicable to the match funds. The Project Director must document all required match and provide copies to Accounting at the end of the project or upon request.

Non-Personnel Expenditures (Non-travel)

Project directors are responsible for expenditures allocated to the grant cost center. In all instances, the expenditures should be budgeted and necessary to the performance of the grant. Additionally, the costs must be *reasonable, allowable, and allocable*.

Departmental or project employees charged with entering requisitions into the CARS system should attend the “Online Requisition Training.” Contact Purchasing, at extension 4453, to sign up for a training session.

Cost Reasonableness

The Purchasing Department has a system in place to assist in the establishment of reasonableness of costs. As long as the Project Director adheres to the system described below, the costs should be considered reasonable. Travel expenditures are governed by additional procedures found in a separate section (“Grant Funded Travel”). Any other deviation from this system must be approved by the Purchasing Director, Grants Management Coordinator, and Grants Accountant.

Purchasing System:

The Purchasing Department uses the Purchasing/Receiving/Accounts Payable (RPA) module of the CARS integrated system. All departments submit their requisitions using the on-line requisitioning portion of this module. Requests can be tracked through the CARS system by accessing the “DSC Req Tracking Report” or “DSC PO Tracking Report” menu option in the CARS system. This information is also available in Kaleidoscope under “Purchasing.”

No purchases will be approved until the appropriate budget has been established and the line item has sufficient funds. All requisitions must be approved by the cost center manager, as well as the Grants Accountant who approves all purchases made with grant funds. **Obtaining products or contracting for services before an approved purchase order has been issued may be considered a personal obligation of the person making the purchase.**

Please note that requests to purchase technology equipment must first be routed through the Information Technology (IT) department via a Technical Request (TR) to ensure technology purchases align with IT policies (make sure to reference that this purchase is being paid with grant funds in the TR so that IT can make Purchasing aware).

Expenditure Levels and Required Competition:

In instances where major equipment or services are purchased, governmental funding agencies require that a fair and open competition be conducted to allow for maximum reasonable participation. The following requirements must be met.

Requests for *furniture or equipment* exceeding \$1,000 (per item) must be approved by the appropriate vice-president.

- **For purchases under \$5,000, the Purchasing Department will review all requisitions** to determine if there is an alternate vendor and/or more competitive pricing available. **Requisitions for \$15,000 or greater require the approval and signature of the President or his/her designee.**
- **Purchases of \$20,000 up to \$64,999 require three written quotes.** For assistance in obtaining quotations, please contact the Grants Management Coordinator or Purchasing Department. The Project Director must determine the needs and levels of acceptable quality. Purchasing will manage the process of finding the required items or services to find product options at savings to the institution
- **All requisitions for \$65,000 or more must be secured by means of sealed bids by the Purchasing Department** (unless exempted in one of the categories as outlined in Procedure 505(b) and may require approval by the District Board of Trustees. It is important that ample time be allotted for the bid process. Specifications must be developed and the bid document prepared; the bid package must be sent to the selected vendors; and from two to four weeks must be allowed for the vendors to respond to the bid. After evaluation and recommendation, review is required by the College officers, before presenting at an upcoming Board Meeting. Therefore, appropriate departmental planning and preparation will ensure that Purchasing has sufficient time to facilitate the process (6-8 weeks minimum).

Allowable Costs

For costs to be allowable, they must fall within the grant budget and not be on the list of prohibited items provided below. If there are any questions about a particular item, it is important to check with Grants Accounting or the Grants Management Coordinator. The following table outlines costs specifically prohibited or questioned by funding agencies.

Type of Cost	Eligibility
Food and entertainment	Ask before you spend! These items are generally not allowable, but rare exceptions exist.
Lobbying costs	Not allowable.
Interest expense	Not allowable.
Fundraising	Not allowable.
Computer Equipment	Ask before you spend! These items are allowable depending on the grant activity and the rules of the funding agency.
Office Supplies and Equipment	Ask before you spend! This depends on the program and rules are changing, particularly at the state level.
Promotional Materials	Program marketing is fine, but you cannot spend grant funds on pens with logos, t-shirts, or other types of promo items. Seek advice.

Allocable Costs

Allocable costs are those that can be directly tied to the purpose of the grant. Personnel costs supported by time and effort sheets, computer equipment installed in a tutoring lab, and developmental reading workbooks might all be allocable to a grant designed to increase enrollment in postsecondary education. Each cost line item would be found in the grant budget and should easily be tied back to the purpose of the grant.

Contracting with Evaluators, Consultants, and Subrecipients

Grants often require the use of external resources for program evaluation or to carry out the program requirements. As often as possible, these individuals or organizations should be part of the proposal development process and named in the grant proposal with the cost of the service included as a line item in the budget. In these cases, the Grants Management Coordinator will work with the Project Director and contractor to develop an agreement for the services to be completed. After agreeing on the fundamentals of the agreement, the Grants Management Coordinator will work with the college attorney to get the appropriate approvals and signatures. This needs to occur as soon as possible to delay any payments to the contractor.

In cases where no evaluator or subrecipient has been named, the Project Director and Grants Management Coordinator must work with the Purchasing Department to select a contractor. This selection process can be time intensive and usually requires six to eight weeks to

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complete. Once the selection has been accomplished, the contract must be developed as described in the previous paragraph.

Marketing Materials

Program marketing must be done within the guidelines of the grant and the College's policies and procedures. All external marketing must be approved through the Daytona State College Marketing Department. This is done to insure consistency throughout college programs. Additionally, all external marketing materials for programs paid at least in part through grant funds should have a statement on the material that indicates the program was supported in part by the funding agency. The Grants Management Coordinator or Marketing Department will assist the Project Director with specific language.

Grant-Funded Travel

Personnel traveling under the provisions of a grant must follow Daytona State College's policies and procedures regarding travel. The travel must be budgeted in the grant budget and must be directly related to achieving the goals of the grant project. The travel request must be approved by Grants Accounting. Information on the College's policy and procedure may be found on the College web portal.

In most cases, acceptable travel for training and staff development will have been identified in the grant proposal. In instances where this is not the case, the Grants Management Coordinator should be contacted to make sure the travel is allowable and can be reimbursed by the grant.

Personnel Expenditures

Most grants have personnel costs included in the grant or match budget. In most cases, the Project Director is responsible for staffing decisions. Personnel working on grants must be treated the same as other college employees in the areas of hiring and employment. This means that they receive the same benefits and have the same institutional responsibilities as non-grant funded personnel. In many cases, existing Daytona State College personnel may be utilized to accomplish the goals of the grant agreement. In other cases, new personnel may be hired to fulfill the terms of the grant.

All grant personnel are required to complete time and effort forms to document expenditures, including those paid directly from the grant as well as those whose salary is fully or partially documented as match. The Grants Management Coordinator and Grants Accountant

will work with the Project Director to make sure the appropriate documentation is completed. Per the approved College policies and procedures, all employees who are required to complete time and effort reports should submit their reports by the 10th of each month to Resource Development. T S Staffing Services employees should submit their monthly time sheets to Grants Accounting.

Existing Personnel

College personnel may be voluntarily reassigned or assume additional responsibilities for a period of time to fulfill the requirements of a grant agreement. These assignments are generally within the employee's normal areas of responsibility and may or may not result in supplemental pay. In cases where the employee is temporarily reassigned to the grant, an Employee Action Form is completed by the Project Director and submitted to the area dean and vice president for signature (form is available on the College's web portal). In completing this documentation, the Project Director is notifying individuals at the various levels of the College of the change and insuring that the employee is being paid from either grant funds or the accompanying match cost center. These individuals will be required to complete monthly time and effort forms to document their efforts on the grant.

Employees asked to take on additional responsibilities for the grant are sometimes provided supplemental pay. The Project Director must document the additional duties to be performed and get appropriate approvals. The required form may be found on the Daytona State College web portal. Time and effort forms are not required to document the supplemental pay.

New Hires

Most grants, particularly those which run over a period of years, require Daytona State College to hire full-time employees to carry out grant activities. The Human Resources Department has outlined the process for hiring new Daytona State College employees. This process and associated forms can be found on the Daytona State College web portal under Human Resources. The Grants Management Coordinator can assist the Project Director with this process if needed. All full-time and regular (non-contracted) part-time employees funded by grant or matching funds must complete monthly time and effort forms. Individuals employed through a grant hold their positions only for the duration of the grant. Employees in positions funded by grants are not guaranteed continuation of employment beyond the expiration of the grant.

Funding for employee wages from external grants and/or contracts during a given fiscal year will periodically involve budget lapses from one fiscal year to another. These lapses are the

result of federal or state agencies' delayed/postponed actions due to unforeseen circumstances not involving the College. In these cases, the agency is contacted by the College to ensure grant or contract funds will be forthcoming. This is a usual and customary practice by various state and federal agencies.

Part-time Employees

Many times, personnel needs are met with part-time employees. Daytona State College does not regularly hire part-time employees as permanent Daytona State College employees. Instead, a third party vendor (TS Staffing) is contracted to hire and process part-time employees. At times, granting agencies may require part-time employees to be employed through Daytona State College instead of the approved third party vendor for part-time employees. This is the case with any grant that is funded with federal dollars, received either directly through a federal agency or that is “passed through” to the College from a state or other non-federal agency. Under those circumstances only, part-time employees may be hired by Daytona State College into grant funded temporary, part-time positions. These positions will be hired at an hourly rate equivalent to the annual salary rate as set in the Salary Administration Plan and will not be eligible for benefits.

In cases where the use of a third-party vendor is acceptable, Daytona State College’s Purchasing Department uses T S Staffing Services Employment Services as a contracted agent to handle documentation and taxes for contractual part-time employees. For many positions, T S Staffing Services does not maintain a pool of applicants. It is usually best for the Project Director to identify the employee and make a referral to T S Staffing Services. If the Project Director does not have an applicant in mind, he/she can work with Human Resources for options on how to identify likely qualified candidates. Once the person has been identified, the Project Director must set up a purchase order for the employee. Information on pay and billing rates can be found at on the College’s online portal under Human Resources (Hiring Process, Hiring of Non-College Employees, T S Staffing Services). Once the purchase order is approved, T S Staffing Services is to be notified. To set up the individual as an employee, T S Staffing Services will require an application, I-9 Form, the T S Staffing Services Information and Consent Form, and the approved purchase order (forms are available on the College online portal). These items may be mailed or faxed to T S Staffing Services.

Staying in Compliance

Budget and Programmatic Changes

During the proposal-writing process, every effort is made to create a project that is realistic and reflective of what will actually happen during implementation. **Because the proposal is incorporated into grant award documents, the college and Project Director are responsible for carrying out those activities and budgets as presented in the proposal.** Sometimes, due to the realities of the project or changing costs, it is necessary to make adjustments to either the program or the program budget. When these things happen, it is vital to contact the Grants Management Coordinator to discuss the procedures necessary to implement the changes.

Common Reasons for Programmatic Amendments	Funding Agency Requirements
Changes in project personnel, particularly Project Director or other key personnel, including changes in the amount of time allocated to the project.	Pre-approval is required for changes in Project Director or the amount of time allocated to the project. Other personnel changes are on case-by-case basis.
Modifications in timeline, estimated program outputs and outcomes or other changes to the scope of the project.	Pre-approval required.
Travel or equipment purchases not identified in the original proposal	Pre-approval required

Other changes may be identified throughout the program and should be discussed with the Grants Management Coordinator to determine the necessity of requesting a programmatic amendment from the funding agency.

Budgetary differences also may arise. In many instances, these changes may be handled internally, but it is vital to work with Grants Accounting and the Grants Management Coordinator as soon as the differences are identified. This process is aided by the provision of the Report for Balances available through Cognos and quarterly meetings with the Grants Management Coordinator and Grants Accountant. When considering budgetary issues, it is important to consider any match requirements as well. If included in the proposal, match budgets fall under the same regulations as grant funds.

Common Reasons for Budgetary Amendments	Funding Agency Requirements
Excess funds available in personnel due to delay in hiring	Consult with Grants Accounting and Grants Management Coordinator
Increased costs in equipment or construction related to the time span between proposal and purchase	Consult with Grants Accounting and Grants Management Coordinator
The identification of unbudgeted items such as travel or personnel needed to complete the project	Pre-approval required

In each of these cases and any other changes related to the budget, it is imperative that the Grants Accounting office and Grants Management Coordinator are aware of any needs or issues as they become known to the Project Director. Generally, budgets can be adjusted to accomplish the goals of the project.

In order to comply with grant guidelines, all programmatic and budgetary changes must be approved prior to implementation. In order to accomplish this, the Grants Management Coordinator and Grants Accountant must be made aware of the needed changes in a timely fashion. Prior to requesting amendments, the funding agency may be contacted to discuss requirements. In coordination with the Project Director, paperwork and official amendment requests will be coordinated and submitted the Grants Management Coordinator. Changes are not officially approved until a written response is received.

Documentation Requirements

To remain in compliance with state and federal rules and regulations, Project Directors and Daytona State College must maintain accurate and extensive records of activities undertaken during the grant period. These records could include payroll documentation, participant eligibility, and documents verifying program delivery. In evaluating the project, the funding source will want to know exactly what was done, when and how it was done, and how much money it cost. These records support the program and use of funds for audits, program visits, and evaluations.

Payroll Records

Payroll information will be kept in the Accounting Department with other grant accounting records. The Project Director is responsible for the completion and submission of monthly time

and effort records provided by the Grants Management Coordinator. These reports are submitted to the Office of Resource Development by the 10th day of the following month. The Grants Accountant and Grants Management Coordinator will review the reports to confirm that the appropriate percentage of time is being paid by the grant.

Matching

Records documenting the match pledged in the grant proposal must be maintained as part of the grant record. Cash match is generally documented by Grants Accounting. The in-kind match must be documented by the Project Director. This documentation may include letters confirming contribution from third parties, time and effort reports completed by volunteers, or receipts provided to third parties. Copies should be kept with the project files and forwarded to the Grants Accounting office to complete the grant's budgetary requirements. The Grants Management Coordinator can provide guidance on documenting third party match.

Program Performance

To document performance, the Project Director must keep a record of grant activities. These records will include items such as the number of people served; the number and type of activities conducted; curriculum developed; changes in student performance; and agendas and minutes of any meetings held. Grants with participant eligibility requirements (demographic or economic status) require additional documentation including third party documentation of eligibility. The Grants Management Coordinator will provide specific information on program documentation.

Record Retention

Each grant document outlines the terms of the retention periods; however, as a rule Grants Accounting requires Project Directors to maintain records for 5 years. The retention period begins when the final report has been submitted or when audit questions have been finalized.

Programmatic Reporting

Project directors are responsible for programmatic reports. The grant award notice from the funding agency and the Grant Summary provided by the Grants Management Coordinator include a reporting schedule. Each funding source will have a different format and schedule for reports. In most cases, federal grants require annual reports. State reports require an interim and final report. The Grants Management Coordinator will work with the Project Director to complete timely reports.

CLOSEOUT CHECKLIST

This checklist is to be completed and submitted within 90 days following the end of the grant project. The signed original should be returned to the Grants Management Coordinator within the Office of Resource Development to be filed with the Daytona State College records. Please refer to detailed instructions attached for assistance in completing this form.

Please complete:

Grant Name: _____

Budget Period: _____ (mm/dd/yy) to _____ (mm/dd/yy)

Proposal Number (RD use only): _____

Action	Who to Contact	Timeframe	Completed? Mark (Y/N) or N/A	Comments (optional)
1. Notification of anticipated unspent funds	Grants Accounting & Resource Development	90 to 60 days before end of project		
2. Review of payroll charges & notification to appropriate departments	Human Resources			
3. No-cost extension inquiry submission	Resource Development	45 days before end of project		
4. Review and collection of outstanding effort reports	Resource Development			
5. Review of open requisitions/POs & notification to close them	Accounts Payable and Purchasing	30 days before end of project		
6. Review of unallowable costs & notification for removal	Grants Accounting			
7. Review of unpaid funds and notification to subcontractors of final invoice date	Grants Accounting			
8. Submit pending	Grants Accounting	30 days before end of project		

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Action	Who to Contact	Timeframe	Completed? Mark (Y/N) or N/A	Comments (optional)
cost transfer requests				
9. Obtain and forward equipment inventory to Resource Development	Property Management			
10. Consult with Grants Accounting to ensure final financial report is submitted	Grants Accounting	30 days prior to report due date		
11. Consult with Resource Development and submit final programmatic report	Resource Development			
12. Determine retention period and file destroy date	Resource Development	90 days following the end of the project		Destroy date (write here):
12. Determine secure file location and notify Resource Development	Resource Development			Location of files (write here):
12. Complete and submit Grants Closeout Checklist	Resource Development			

Upon completion, the Project Director and supervisor should sign and date this form and send the original to the Grants Management Coordinator for distribution (keep a copy for your files).

Project Director

Supervisor

Date

Date

Grants Closeout Instructions

Please review the following steps and take the requested action to ensure a timely closeout.

1. If you anticipate having unspent funds, contact Grants Accounting or Resource Development as soon as possible (ideally, 90 to 60 days before the end of the project) to determine options with regards to these funds. Most grants require that money be returned to the funder, though in some cases money remains with the College and can be used after the project ends.
2. Review anticipated payroll distribution for employees who are paid on the project to ensure that charges will cease to post once the end date has been reached. Discuss funding and employment issues immediately with your Human Resources Representative to determine any impact on continued employment for personnel funded fully or partially on the grant as soon as possible, or 90 to 60 days prior to the end of the project.
3. Determine if a no-cost extension is allowed and/or necessary to complete program objectives. If you wish to request an extension, contact Resource Development with the reason for the extension and additional amount of time needed to complete project objectives at least 45 days prior to the end date of the project. You will be contacted to let you know *if* it is allowable and if so, what additional information is necessary to submit the request to the funding agency.
4. Contact Resource Development 45 days prior to the end of the project to identify any outstanding effort reports not received by personnel working on the project. Assist Resource Development in collecting any outstanding reports.
5. Review any open requisitions and purchase orders and contact Accounts Payable or Purchasing within 30 days of the project end date to close them.
6. Review your budget report for unallowable costs. Confirm all payroll charges, office supplies, all other costs are appropriate. Notify Grants Accounting to remove any unallowable costs within 30 days of project end date.
7. Contact Grants Accounting 30 days prior to the project end date to determine whether or not subcontracts have been fully paid for invoices submitted. Notify subcontractors to submit their final invoice in accord with what is outlined in subcontract. If not specified, final invoice should be submitted to Daytona State by no later than 30 days following the end of the project.
8. Submit any pending cost transfer requests to Grants Accounting within 30 day of project end date so that they can be received and processed by the project end date.
9. Coordinate with Property Management to obtain an equipment inventory for any equipment purchased with project funds. Forward equipment inventory to Resource Development 30 days prior to project end date to determine whether additional action or authorization is necessary to dispose of or transfer equipment off of the project once the project has ended.
10. Work with Grants Accounting to ensure all final financial close-out reports are prepared and/or reviewed by Grants Accounting and subsequently reviewed by Accounting Supervisor prior to submission by required due date.

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11. Contact Resource Development for technical assistance (i.e. editing and/or guidance) for submission of final programmatic report to funding agency by required due date. Ensure a copy is submitted to Resource Development.

12. Contact Resource Development to determine retention period and destroy date. Typically, the retention date for all documents is 5 years from the date of submission of the final report, or from the last day of any funder audit or investigation into the project, whichever is later. Indicate the destroy date on the closeout checklist for item #14.

13. Identify a secure location for storage of program records (electronic and/or paper). Documents of similar purpose and content should be placed together, preferably in the same box or electronic file. The outside of each box (or server folder) must be clearly labeled to indicate: (a) Box or file number (e.g., 1 of 20, 2 of 20); (b) Funding agency and program (e.g., U.S. Department of Education, Title III); (c) Grant year and budget period of documents contained in the box (e.g., Year 1, 10/01/00-09/30/02); and (d) destroy date. Indicate the location of the files on the closeout checklist (item #14).

14. Complete the attached GRANTS CLOSEOUT CHECKLIST and forward to Resource Development within 90 days following the end of the project.

Who to Contact

Department	Name	Title	Extension	Email
Accounts Payable	Sue Watson	AP Supervisor	3022	watsons@daytonastate.edu
Grants Accounting	Bob Simmons	Grants Accountant	3785	simmonr@daytonastate.edu
	Vacant	Grants Accountant	3606	
Human Resources	Robin Barr (or HR Rep. if known)	Associate Vice President	4473	barr@daytonastate.edu
Purchasing	Mark Lovell	Associate Director	3064	lovellm@daytonastate.edu
Property Management	Mike Sokol	Manager	3286	sokolm@daytonastate.edu
Resource Development	Mary Rhodes	Grants Management Coordinator	3523	rhodesm@daytonastate.edu