



Meat and Potatoes* for Tiny SPOs

Tim Otter



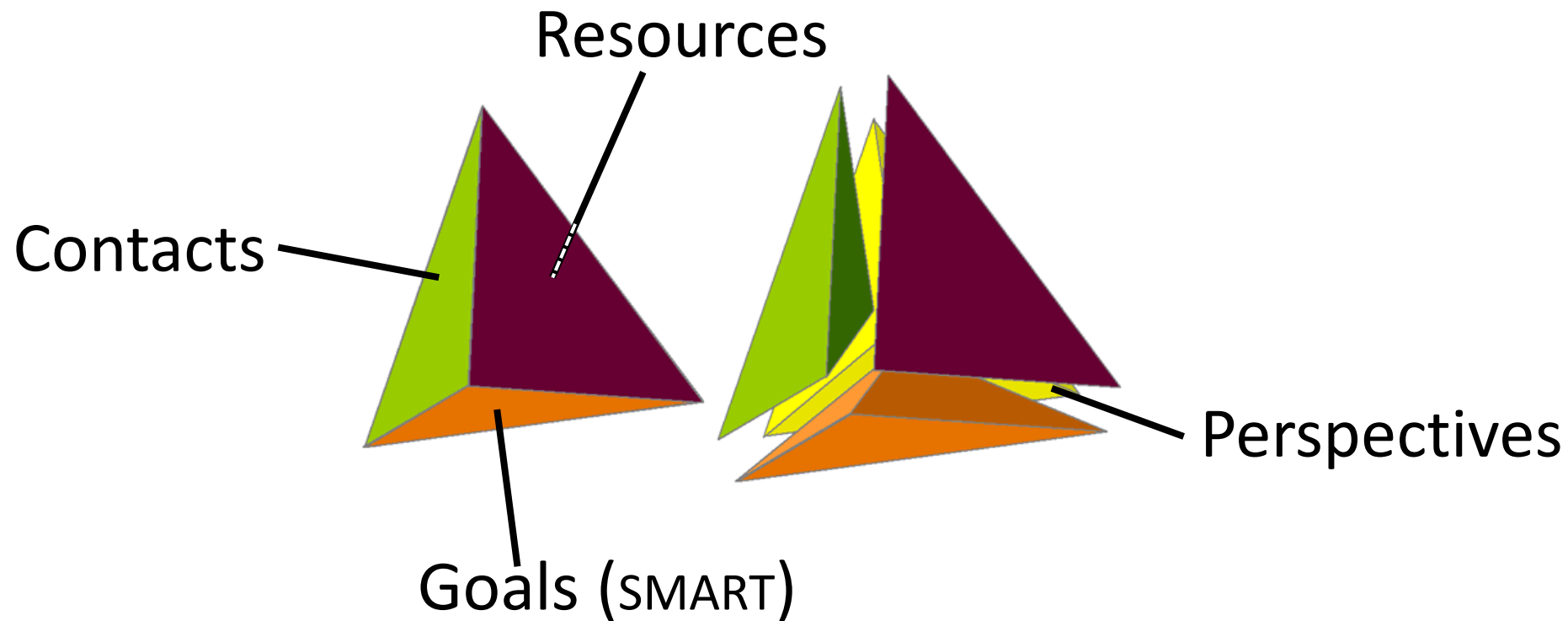
Photo credit, Meat/Potatoes

****Resources for getting over hurdles and out of traps***

<https://www.collegeofidaho.edu/academics/office-academic-affairs/c-i-grant-resources/grant-forms-and-documents> (***“resources”***)



Four Outcomes Today:

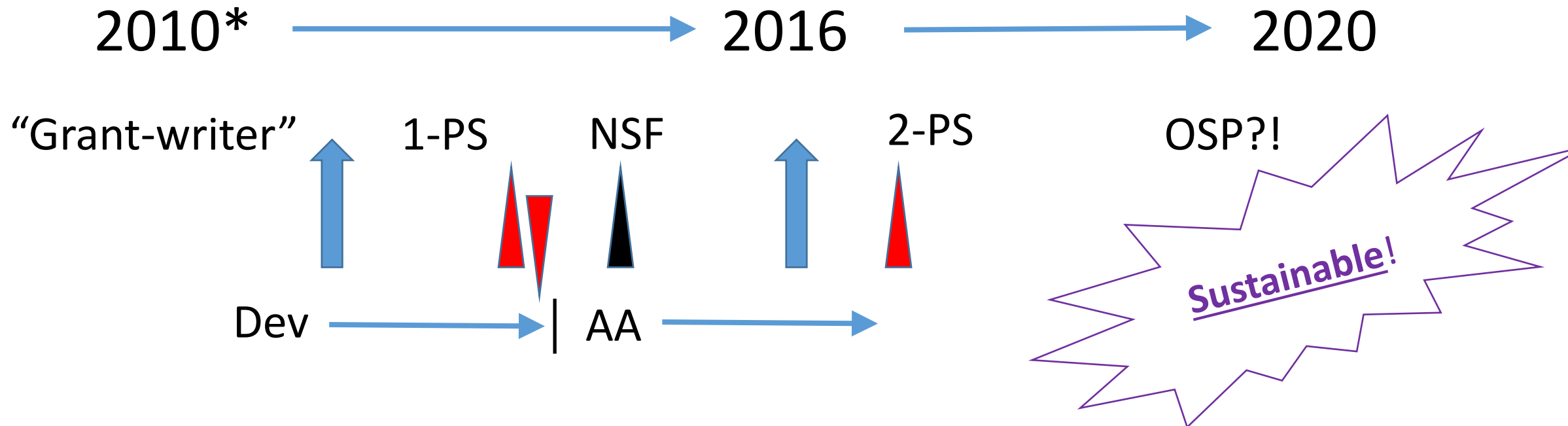


Discussion—for you!
Your interests, needs, challenges



My Story:

Year 6 of a 4-year project

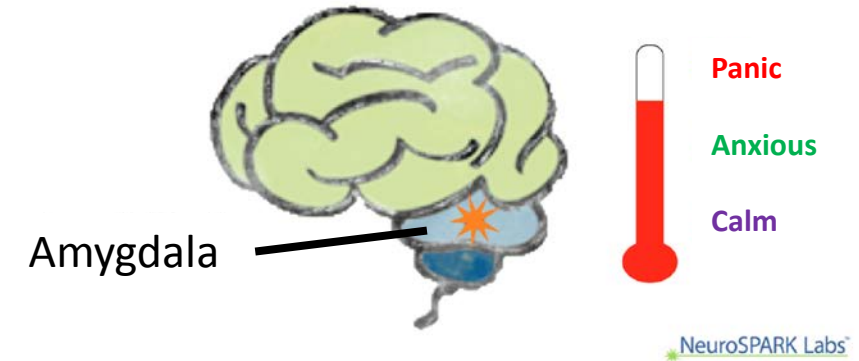


** Before 2010: biologist, college professor, private sector, then grants officer*

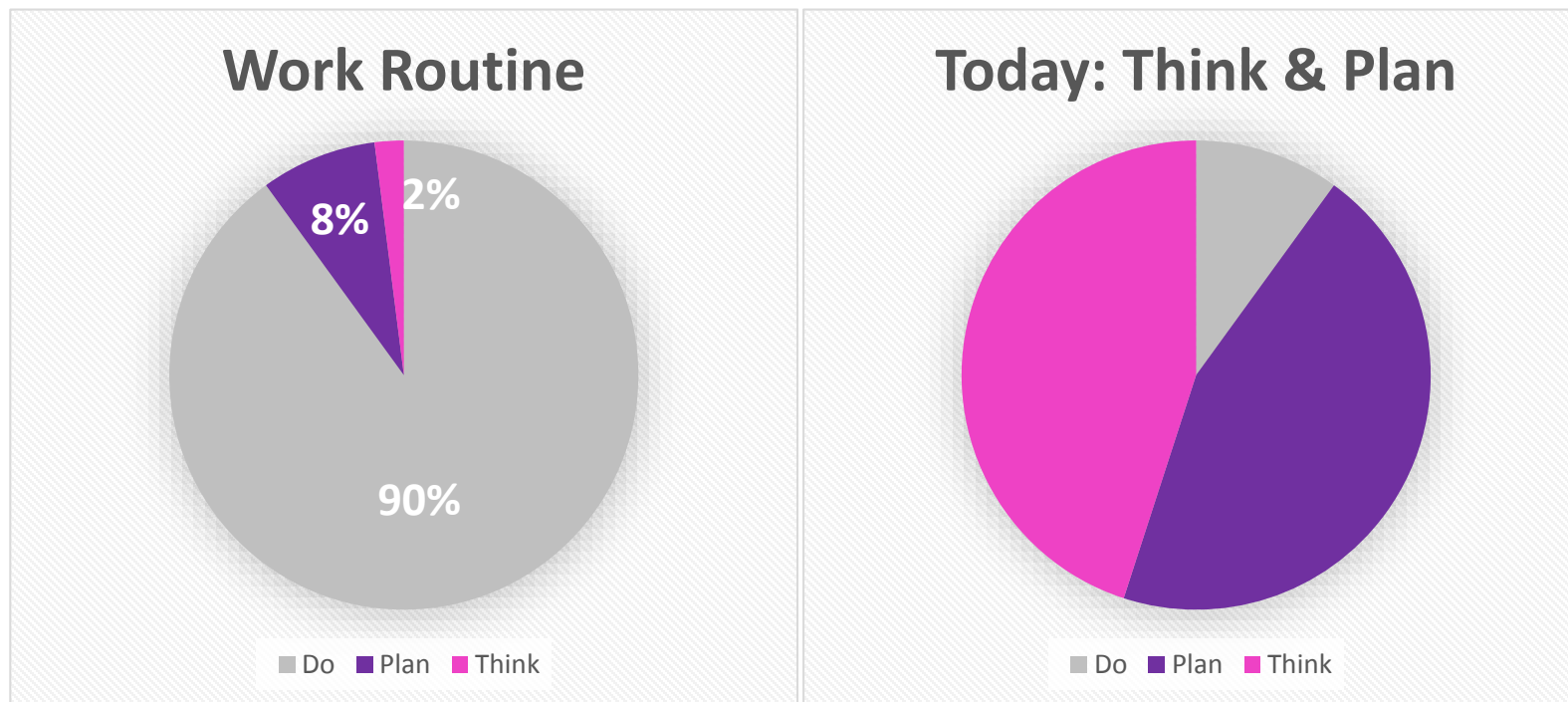
Start from where you are.

1. Time in job; time in career
2. # FTE in your office
3. To whom do you report? (AA/ Develop)
4. How are you feeling? (word or phrase)
5. Stress level @ work (1-10)

Pause
Targeting the emotional brain muscle

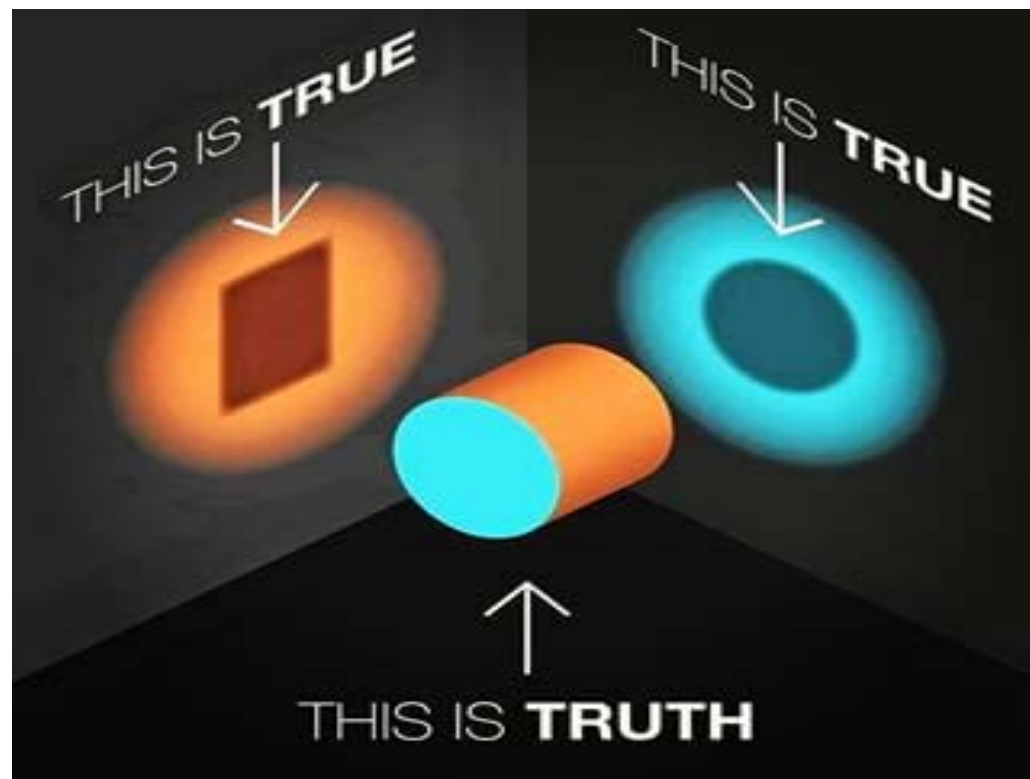


Trap #1: 100% “Doing” = stuck, gridlock



Swim upstream Swim in pools

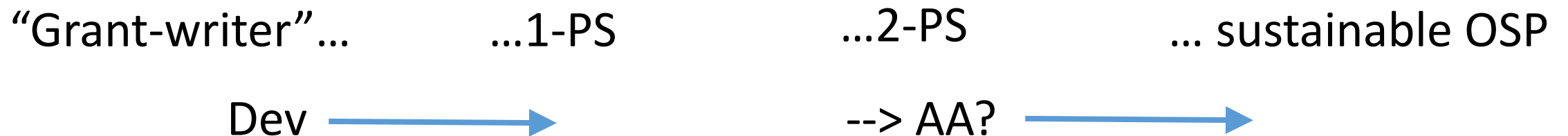
Strategy #1: Slow down, zoom out, see with “new eyes”



Begin by reviewing your job description.

Things to look for:

- Other duties as assigned >10%? (job creep)
- Reporting structure: cash or programs?
- Authority needed to change or grow?
- Build relationships outside of your office:
...business, financial aid, institutional research...





Ten Essential Documents & Policies:

- Delegation of authority (from Board)
 - Routing forms, signatures
 - PI policy (who can submit, be a PI?)
 - Budget template, worksheet
 - Institutional grant information (IR-approved)
 - Grant expenses, allowable costs
 - Effort certification procedures, forms
 - RCR and FCOI policy, training
 - Research integrity process
 - Prior approvals matrix, budget change form
- = everyone
● = federal grants

SMART goal-setting:

- Specific: *what does desired outcome look like?*
- Measurable: *quality, quantity, features, progress, methods*
- Attainable: *what are the assumptions behind the plan?*
- Realistic: *can the above be done with available resources?*
- Time-bound (timely): *when must it be finished?*

Who will do this work?

What are observable signs of success?

NSF Desk Review

(<http://www.nsf.gov/bfa/dias/caar/deskrev.jsp>)

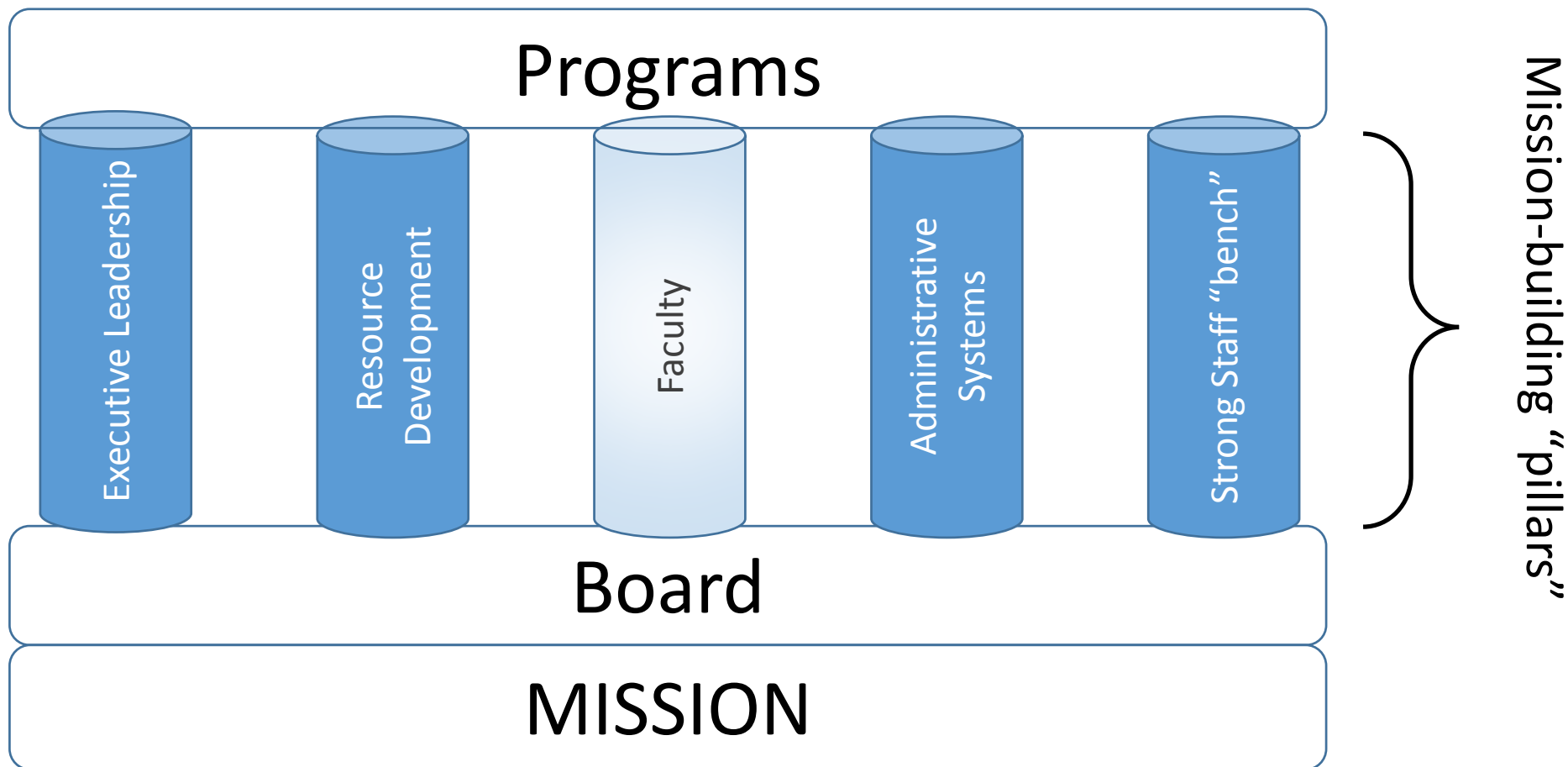
“best practices”

- Create a checklist
- Build a document template and style guide
- Delegate tasks early on
- Collect documents in shared folder
- Create written policies
- Post policies on your website; “discoverable”

Ten NSF recommendations & concerns:

- Lack written policy for delegation of authority (from Board) ● = immediate action
- Develop written thresholds for competitive bidding and written procedures for management of high-value expenditures
- Develop written policies to guide PIs regarding allowable /unallowable costs
- Develop written records-retention policy that specifies 3 years beyond award period for grant related documents ● = minor concerns
- Develop written policies for monitoring expenditures, identifying and correcting cost overruns
- Develop written documents governing re: budget revisions and cost transfers
- Increase level of detail in chart of accounts to reflect grant-specific items
- Co-mingling allowable and unallowable indirect costs in same cost center
- Delineate (written) exclusion of unallowable costs from IDC rate proposal
- Budget monitoring: delineate time frame for review of costs against budget

Sustainable non-profit structure



Priorities, SMART¹ Goals and Actions Worksheet

Timeframe: ☐ week ☐ month ☐ 3 months ☐ 6 months ☐ Year ☐ __ years

List goals, measures, challenges, concerns and responsible parties.

Priority is a combination of urgency and importance. First, list all of your top concerns or goals. Then to rank them, decide where you need to focus your energy; then choose where you would focus next if #1 was on track...

<u>Priority</u>	<u>Goal</u> : desired outcome (be specific!)	<u>Measure</u> : observable signs of success	<u>Date</u> : by when to deliver?	<u>Major challenges</u> or obstacles?	<u>Who will</u> do this?
#1					
#2					
#3					

¹ SMART = Specific, Measurable, Attainable, Realistic, Time-bound. Measurements include amount of work, quality, features, delivery, and methods used. Generally, start the process by writing a short prose description of each SMART goal, and then use this sheet to outline the detailed work plan.