



A Guide to Sponsored Programs at GVSU



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Purpose

This handbook provides GVSU faculty, staff, and project teams guidance on all aspects of the grant submission and contract execution process.

Office of Sponsored Programs

The Office of Sponsored Programs (OSP) is your go-to department for securing external financial support for your research, programs, projects, and creative activities. Call or email your Grants and Contracts Specialist early and often. It will make the entire process so much easier for you.

- We research and disseminate grant opportunities that align with your interests and areas of expertise,
- Provide technical assistance with grant and contract preparation,
- Offer consultation on proposal development,
- Assist with developing budgets,
- Review and submit grant proposals and,
- Execute contracts.

Important Points

- Call early. Call often. Your Grants and Contracts Specialist is a guide and resource to making the grants and contracts process easy. You can find your Grants and Contracts Specialists contact information on the GVSU OSP website.
- All sponsored programs—money from an outside entity—must route through OSP. Call your Grants and Contracts Specialist early in the process.
- The Budget, budget justification, and the project narrative must be received by OSP and routed for approval at least 7 working days prior to the sponsor's deadline.
- All sponsored programs must obtain full internal approval before submission.
- Proposals submitted to OSP after the internal deadline will be processed on a first-come-first-served basis. Priority is given to those proposals that have been submitted on time and are complete.
- Late or incomplete proposals, including proposals that have not been fully approved, may not be submitted.

Sponsored Program Agreements

A sponsored program agreement is a legally binding agreement between GVSU and a sponsor for the purposes of funding and conducting research, programming, and creative activities at GVSU. Typically, a sponsor is a government entity, nonprofit, foundation, or corporation. There are many types of sponsored program agreements: grants, contracts, cooperative agreements, fee



for service agreements, master agreements, etc. OSP is authorized to review, negotiate, and execute sponsored program agreements.

Most of the sponsored program agreements at GVSU are grants and contracts; therefore, this handbook is a resource for those mechanisms. If you have questions about other sponsored program agreements, contact your Grants and Contracts Specialist.

The Grant Submission Process at GVSU

The most important thing to remember about submitting a grant or entering into a contract at GVSU is that OSP is a full-service unit of the university and will take the lead on the grant submission and contract execution process. Faculty and staff do not need to be experts in grant administration or in executing contracts. So, relax and enjoy! The following section gives an overview of the process so principal investigators / project directs (PI/PD) know what to expect.

Note: Call or email your Grants and Contracts Specialist (see OSP website) very early in the process to ensure a pleasant and smooth submission process.

Proposal Ideas

Ideas for proposals can come from the PI/PD, OSP, GVSU leadership, or others. Ideas may be stimulated by past programming, research ideas, the university's strategic plan, or critical community needs. The PI/PD may contact OSP with ideas and OSP may contact a PI/PD if there is a grant competition of interest. To help OSP find funding for an idea, draft a short concept paper and email it to their Grants and Contracts Specialist in OSP. There is a directory on the OSP website.

Finding Funding

Grant opportunities can be identified in several ways. OSP conducts funding searches regularly to identify opportunities for faculty and staff. Faculty and staff can also identify potential grant sources and request that further research be conducted by OSP. Funding comes from a variety of sources, including the federal and state governments, nonprofit foundations, and corporate/for-profit enterprises.

Proposal Development

The PI/PD is the subject matter expert and addresses the research, programming, or creative activity being proposed. OSP manages the technical/administrative aspects of the grant or contract submission. The sponsored program process takes coordination and open communication between the PI/PD and OSP, so all submissions are complete, accurate, compliant, and well written.



Proposal Approval

To protect the interests of the university and to ensure all sponsored-activities align with the goals of GVSU, all grant proposals must be internally reviewed and approved prior to submission to the sponsor. OSP requires the following documents a minimum of 7 business days before the sponsor deadline:

- Final budget
- Final budget justification
- Final project narrative

A grant proposal cannot, and will not be submitted, without proper approvals.

Your Grants and Contracts Specialist will assist you with securing the necessary approvals.

Proposal Submission

Once all the internal approvals are secured, OSP submits the grant proposal.

Authority to Submit Proposals

External funding proposals are submitted on behalf of, and awarded to, the university. Proposals, awards, and contracts are legal documents and the university is accountable for all terms and conditions. Although they serve as significant resources for supporting the work of faculty, staff, and students, under no circumstances are faculty members, staff, or students authorized to submit external funding proposals to a sponsor without the prior approval of those authorized.

Grant Funding Searches

When you have an idea for a project, you can work closely with OSP to find funding that aligns with what you want to do. As the subject-matter experts, your role in finding an appropriate opportunity is critical. Here are things to know as you embark on finding the right mechanism to fund your work.

Preparing for the Funding Search

The first step in conducting a funding search is to develop a project plan: What is the project or programming idea? What resources are needed to make a success of the idea? What is the current capacity for working toward goals in terms of staffing, student assistance, equipment, space, materials and supplies, etc. Who are possible collaborators – internal and external? It is helpful to write a short 1-2-page concept paper.

Establish a Search Criteria

- What is the problem the project addresses?
- Who will benefit from the project?
- What is the geographic area of the project?
- How much funding is needed?
- How long will it take to fully develop the project?
- When should the grant start?
- What are the key words that will help identify appropriate opportunities?

Funding Types

Keep in mind the different types of funding:

- Government: Federal, state, and local
- Foundations and Nonprofits
- Corporations
- Foreign
- Institutional (Internal)

Where to Find Funding

- GVSU CSCE Internal Funding. GVSU's Center for Scholarly and Creative Excellence offers several grants to kick-start your project.
- Grants.gov: clearinghouse for all federal grants.
- PIVOT. A comprehensive source for finding funding opportunities. Coupled with a database of scholarly profiles, Pivot helps automate the process of matching financial support to researchers and partners. Pivot includes billions of dollars in funding opportunities from the broadest scope of sources, including U.S. and international governments, private foundations, non-profits, universities, commercial entities and more – all in one easy to search tool.
- FundsNet: Michigan grants and foundations, <https://fundsnet services.com/michigan-grants-and-foundations>
- Websites of federal and state agencies
 - <http://www.nsf.gov/funding/>
 - <http://grants.nih.gov/grants/oer.htm>
 - <http://www.ed.gov/fund/grants-apply.html>
 - <http://ies.ed.gov/funding/>
 - <http://www.neh.gov/grants>
 - <http://arts.gov/grants/apply-grant/grants-organizations>
- Websites of professional associations and higher education associations
- Websites of foundations
- Sometimes just entering key words in a web search engine works too!

Search Awarded Grants

Reading awarded grants can help identify the kinds of projects a sponsor supports, identify collaborators and competitors, serve as an example of what a well-written proposal looks like, and uncovers which sponsors are supporting projects in the project field.

Sites for award information

- [NSF Award Search](#)
- [NIH RePORT](#)
- [National Endowment for the Arts](#)
- Other Federal grant awarding agency websites.
- [Guidestar](#): Nonprofits
- Foundation and grant maker websites

Common Components of a Grant Proposal

Each funding announcement is different and the required components will likely vary. Below are the elements most sponsors will ask you to address. They may use slightly different terminology, define terms slightly differently, ask questions not covered in this document, or skip sections entirely. For example, one sponsor may ask you how you intend to involve stakeholders and another may not. One sponsor may define “outcomes” a little differently than another sponsor. You should follow the sponsor’s grant guidelines *exactly*. Whatever the sponsor wants, the sponsor gets.

Cover Sheet or Cover Letter

Cover sheets and cover letters are the first page of a grant unless directed otherwise. A sponsor may require one, the other, both, or neither.

A cover sheet is usually a form with very specific information required by the sponsor. It is usually very easy to fill out with questions like: Name of the Organization, Address, Organizational Contact, Mission Statement.

A cover letter may need a little more creativity. It is often formatted like a business letter and is brief (usually 1 page). The letter is typically addressed to the sponsor and signed by an appropriate authorized representative. The sponsor may ask for specific information but a cover letter will usually:

- Introduce the project.
- Discuss expected outcomes—why will this project make a difference?
- Describe how the project aligns with the sponsor’s mission. Why will the sponsor be interested in funding the proposal?

- Provide a little organizational background to show capacity and know-how to implement the project.
- Request a dollar amount.
- Give contact details.

Abstract

Although abstract requirements can vary from grant to grant it is typically very short and includes a description of the project, goals/objectives, organizational qualifications, how the project team will measure success, and the amount of funding requested. It is the project in a nutshell and highlights the most compelling parts of the project. The abstract is important because reviewers may spend only a short time reading the proposal and an abstract succinctly explains why the project is essential.

Problem Statement or Need Statement

The problem statement (sometimes called a need statement) describes the problem the project is going to address and the population it will serve. It will outline who is going to benefit and how. Need statements are backed up with supporting evidence from reputable sources (i.e., Census data, peer-reviewed journal articles, government reports from .gov web addresses, etc.) serves.

Goals, Objectives, and Outcomes

The first thing to know about goals, objectives, and outcomes is that sponsors often have their own definitions of these terms. Here are some common definitions.

Goal: A broad statement of what the project will accomplish. An overarching aim.

- Reduce food-access disparities for low-income, underserved communities.
- increase the participation and degree completion rates of underrepresented minorities and women in STEM fields.
- Expand sexual assault, stalking, domestic and dating violence prevention and education programming for all university students, including all incoming students.
- Define the frequency and prevalence of cyberbullying and electronic dating violence among a population of youth (ages 12-17).

Objective: Measurable steps to achieving the goal.

- By June 1, educate 1,000 students in grades 7-12 from the Springfield School District regarding statistics and tragic consequences to underage drinking.

- Provide 2 free smoking cessation sessions a month for one year.
- 10% of new participants served in each academic year will attain a baccalaureate degree within three years.
- By the end of Year 1, increase the number of residents participating in one or more fitness activities by 25% or more as demonstrated by pre-grant and post-grant event attendance records.

Outcomes: Are measurable, quantifiable changes for participants as a result of the project.

- Adoption of policy reforms that result in a reduction in the typical number of days to obtain business permit from 12 to five.
- 50% decrease in self-reported food insecurity.
- Increased number of individuals in the “49008” zip code, 85 years of age or older, who able to remain in their homes rather than in a nursing facility.
- Decrease in smoking and tobacco use in high school youth 14-19.

Another Example:

Goal: Help K-5 public school children read better.

Objective: Creation of an after-school reading program to assist 50+ children.

Outcome: Improvement of reading scores by one grade level as seen on standardized tests given after six months of participation.

Project Narrative / Project Description

This section has a lot of names depending on the sponsor. It is the section most people consider the “heart of the proposal.” It is a detailed description of proposed activities that directly support the project’s objectives. It is like a recipe—it shows all the ingredients and how they combine to achieve the project’s goal. After reviewers read this section, they should not have any questions about the plan. Most of the time a sponsor will dictate what elements to include in the project description.

Evaluation Plan

A project team evaluates a project to determine if the project is of value or importance. An evaluation plan keeps the project on track by continuously making sure the team is doing what it set out to do, provides information to make the project better, and shows accountability to the funder.

Sustainability Plan

The sustainability plan tells potential funders that the project team and the university has a plan for how the project or project outcomes will continue after the grant period is over. Generally, a sponsor will not fund an effort “forever.” The sustainability plan is a plan for the future to ensure the good work continues.

Collaborations and Stakeholder Involvement

Collaborations

Sponsors like to see collaboration. Strong partnerships woven into programming have many benefits:

- Better solutions: GVSU project teams have expertise and other organizations have different or complimentary areas of expertise. When collaborators come together, there is the potential for multiple solutions, tailor-made to the unique needs of the people served.
- Multiple, relevant perspectives: Complicated issues can benefit from having stakeholders from different sectors and backgrounds looking at them.
- Broad appeal for the project. Partnerships encourage support beyond the submitting organization from all stakeholders.

Stakeholders

A stakeholder is a person or group with an interest or concern in the proposed project. Once stakeholders are identified, the project team can engage them in the project. Why is stakeholder engagement important?

- Getting the perspectives of a variety of stakeholder, including the people served, will better insure a strong program. The grant project team gives an important perspective, but not the only one. By listening to others, the project is more likely to solve the right problems with the right solutions. It is a respectful way to plan and implement programming.
- Another reason to involve stakeholders is to gain support and buy-in for the project. Broad support is one ingredient to ensure success.

Budget and Budget Justification

A budget details all the costs of the project or program. It is important to capture all the costs associated with a project, so there is enough funding to accomplish the project goals. There may be limits on the types of expenses (e.g., no construction expenditures allowed), spending caps on certain expenses (e.g., travel limited to \$10K), and overall funding limits (e.g., total costs cannot exceed \$300K per year). Costs must be *necessary* and *reasonable* to complete the work described in the proposal.

OSP recommends starting the budget early in the proposal development process because working on the budget can help the PI/PD think through all aspects of the project (personnel, time commitment, supplies, travel, etc.), which is a helpful step prior to writing the proposal narrative. Further, the budget is a key part of the approval process and requires approval and many levels. There are often questions about the budget—get them out of the way so it does not hold up the submission.

The other part of grant-proposal budgeting is the budget justification. The budget justification explains and justifies each cost. It details what each staff member is going to do, their qualifications, how much effort they are going to commit to the project. It explains the necessity of each cost and how those costs were established.

- Why is the project team asking for these funds?
- What will they be used for?
- How did were the costs calculated?
- A sponsor is going to ask: Is the budget adequate? Is the budget reasonable?

Other Components

Grant applications often ask for ancillary components. Here are some common items that may be part of the submission:

- Letters of support from partners. Letters of support demonstrate broad-based commitment to the project.
- Letters of commitment from a member of the university's leadership team or partners that will contribute to the project. This letter tells the sponsor that participating organizations will provide all the resources necessary to make the project a success.
- IRS 501 (c) (3) determination letter.
- Board of trustee list and their affiliations.
- Diversity and inclusion policy and/or other policies.
- Organizational demographics.
- Financial information like the annual audit or IRS 990.
- Resumes or biographical sketches of key program staff.

Contracts

A contract is a mechanism for procurement of a product or service with specific and legally-binding obligations for both sponsor and recipient. Typically, the sponsor specifies a research topic or a service and the methods for conducting the research/service in detail. There is an expectation of specific deliverables within a specified time frame. ([Grants.gov Community Blog](#))

There are several types of contracts and agreements, including but not limited to, service agreements, testing agreements, and research collaboration agreements. If you are considering



working with external sponsor, please contact OSP to discuss the project. OSP will help you determine the appropriate contractual mechanism and help you with the process required to approve and execute the agreement. See the OSP webpage for details and contact information.

At GVSU the process is as follows:

- A PI/PD should never give a sponsor a quote for work without first coordinating with OSP. Much like a grant, the contract must go through the proper procedures and approvals.
- OSP has a dedicated contracts specialist to assist in the negotiation and the execution of the contract.
- If the PI/PD receives a draft contract from a sponsor, it should be emailed to OSP right away. OSP will review the contract.
- GVSU prefers to use its own contract templates, which are regularly reviewed by General Counsel, so often OSP will start the draft contract.
- OSP will work with the PI/PD on the budget, scope of work, and compliance issues (i.e., export control), terms and conditions, etc.
- OSP will consult with General Counsel on any term or condition purposed by the sponsor that seems problematic.
- OSP negotiates the contract with the sponsor if any of terms and conditions are not acceptable. General Counsel may be involved to provide guidance.
- In order to finalize the contract, it must be signed by the authorized signatory of each party. OSP will coordinate those signatures. The PI/PD is not an authorized signatory and should never sign a GVSU contract. The University may declare any contract purportedly signed on behalf of GVSU to be null and void if the individual who signed the contract does not possess authorized signature authority.
- Once the document is signed by all parties, the contract is considered fully-executed and OSP will assist the PI/PD with a “handoff” to GVSU’s post-award Business and Finance Office.

Roles and Responsibilities

The following lists provide a brief outline of the responsibilities of key stakeholders involved in the sponsored programs process.

Principal Investigator / Project Director

- Develop an idea.
- Draft a short concept paper outlining the project idea.
- Call or email OSP to discuss project ideas and the process.
- Discuss the project with the department head and dean to ensure university resources necessary to complete the proposed project would be available if the project is funded.

The PI/PD should also talk through the time commitment required for the project, any required cost share, and other relevant aspects of the project.

- Talk to OSP to discuss whether it's a good idea to contact the sponsor's program officer to discuss the project.
- Be a partner with OSP in preparing, writing, and gathering the proposal budget, budget justification, project narrative, and other proposal components.
- Ensure the integrity of the proposal: the proposal is complete, factual, and accurate, and adheres to the rules of proper scholarship and the responsible conduct of sponsored programming.
- Along with OSP and Business and Finance, ensure the proposal complies with sponsor, state, federal, and GVSU laws, rules, and regulations.
- Provide any information required by OSP to secure all appropriate approvals.
- Execute the project.
- Manage project personnel.
- Prepare interim, annual, and/or final reports as required by the sponsor, working with the GVSU Business and Finance.
- Complete the project: scientifically, programmatically, and administratively.
- Prepare for the next project.

Office of Sponsored Programs

- Assist PI/PD with funding searches and provide information to the PI/PD on funding databases/resources.
- Provide information to PI/PDs regarding policies and procedures: institutional, sponsor, and governmental.
- With assistance from the PI/PD, develop a budget and budget justification.
- With the assistance of the PI/PD, ensure all required grant proposal components are completed and included in the final submission.
- Review and certify the proposal for consistency with institutional policies, sponsor's regulations, and any other relevant regulations.
- Route for internal approvals and help answer questions that may arise.
- Submit proposal.
- Assist with the transition from pre-award to post-award Business and Finance when the project is awarded.



Department Head and/or Dean

- Evaluate the technical merit of the proposal and ensure it aligns with the goals of the university.
- Advise PI/PD on improvements to the proposal.
- Through conversations with the PI/PD, and in reviewing the pre-approval form, ensure all the costs necessary to complete the project are incorporated into the budget and can be satisfactorily documented.
- Approve cost share, the allocation of space and other resources, instructional reassignments, and other aspects of faculty time on the project.
- Ascertain and assist to mitigate any risks associated with the project.
- Provide the appropriate level of oversight for proposal when awarded.

Business and Finance (Pre-award duties)

- On grant budgets of \$100,000 or more, review and approve project budget, including cost share, if applicable. Assure that all costs are incorporated and are necessary, reasonable, and allowable.
- Provide the appropriate assurances as required by the sponsoring agency.
- Provide the appropriate level of oversight for this proposal with respect to compliance requirements and other grant management responsibilities at the university level.

Sponsor

- Release a request for proposal, funding announcement, request for bid.
- Discuss concept papers with PDs/Pis, if allowed by the funding organization. Or, if a contract, discuss the scope of work.
- Acknowledge receipt of proposal and conduct proposal review. If a contract, enter into good-faith negotiation.
- Request modifications of the proposal or scope of work, if required.
- Fund or decline to fund the project and notify GVSU of the decision.
- Provide reviewers' comments and/or other feedback regarding the proposal, as applicable and allowed by the sponsor's policies.

Compliance

Sponsored-program compliance refers to measures taken by an organization to ensure grant activities conform to federal, state, sponsor, and institutional laws, rules, and mandates. There are pre-award compliance measure and post-award compliance measure – measures that must be taken before the grant proposal is submitted and after an award is made. The following are pre-

award areas of compliance a PI/PD and project team must keep in mind while developing a grant proposal.

- Uniform Guidance: Uniform Guidance is a set of authoritative rules and regulations about federal grants from the Office of Management and Budget. Pre-award staff ensure budgets and proposed activities align with Uniform Guidance.
- Debarment, suspension, and delinquent debt: Suspension, debarment, and delinquent debt actions is a government-wide policy, which protects the government from doing business with organizations that pose a business risk to the government. It is the responsibility of the pre-award unit staff to attest that the submitting organization has not be debarred, suspended, or delinquent in debt.
- Drug-free workplace: The submitting organization must agree to provide a drug-free workplace.
- Lobbying: In general, recipients of federal funds are not allowed to use federal funding to lobby federal, state, or local officials or their staff to receive additional funding or influence legislation. The pre-award staff, as part of the submission process, attests that the organization has not been involved in lobbying or discloses lobbying activities.
- Civil rights: As part of the grant application packet, often a sponsor will require a statement of nondiscrimination and civil rights provisions.
- Conflict of interest: The Code of Federal Regulations, and many funding agency guidelines, prohibit activities that are considered a conflict of interest. A conflict of interest is a set of circumstances that creates the risk that a primary interest will be unduly influenced by a secondary interest. Examples include financial conflict of interest, nepotism, and cronyism. It is the responsibility of the project team and OSP to monitor for, and address, conflicts of interest.
- Misconduct in Science: Scientific misconduct is the intention, or gross negligence, leading to fabrication of the scientific message or a false credit or emphasis given to a scientist. While pre-award administrators may have limited exposure to this compliance issue, the broader message is that all PI/PDs, as applicable, must conduct themselves in an ethical manner and if an administrator (pre-award, post-award, dean, department head, etc.) discovers what is, or could be, an impropriety, that administrator must address the issue.
- Human subjects: The National Research Act, Public Law 93-348, mandates that an institutional review board (IRB), or human subjects committee, must be established by any university or university that receives federal funding for biomedical or behavioral research. In its broadest sense the purpose of the IRB is to protect the rights and safety of human subjects. The GVSU IRB must carefully examine research proposals to arrive at an independent determination that the research is ethical.

- Animals in research: An animal compliance program is an oversight system designed to address two fundamental objectives: conformity to established standards as dictated by scientific rigor and assurance of humane animal treatment.
- Export control: This is an area of legislation that regulates the export of information, hardware, equipment, software and technology. Some items of export could be potentially useful for purposes that are contrary the interest of the exporting country. These items are considered to be *controlled*. The controlled items are prevented to some degree from being sent to destinations where it is perceived they will be used in a harmful way. This extends to exposure of International visitors to export controlled projects while they are in the United States.
- Biosafety and Radiation Safety: Biosafety relates to microbiology, recombinant or synthetic DNA or life sciences research or instruction to ensure the safety of those involved. Radiation safety policies and procedures assure that exposure to radiation is ALARA—as low as reasonably achievable. GVSU does not typically participate in many sponsored projects where these areas are an issue; however, they are important areas of pre-award compliance.

After a Project is Funded

The transition from pre-award (OSP) to post-award (Finance Department) begins when a notice of a grant award is received by the university. A sponsor may send notification to the PI/PD, OSP, the Finance and Administration Office, or another unit. The award notice and all accompanying information should be forwarded to OSP. The GVSU Business and Finance Office will set up a meeting with the PI/PD, relevant members of the project team, and OSP. The completion of the meeting marks the transition from pre-award to post-award; however, OSP is always available to answer questions and, in fact, has some responsibilities after the transition (e.g., submitting no cost extensions, securing AOR signatures, etc.).

Glossary

Compliance

Sponsored-program compliance refers to measures taken by an organization to ensure grant and contract activities conform to federal, state, sponsor, and institutional laws, rules, and mandates. Project teams and staff working in sponsored-program administration (pre- and post-award) have a responsibility to ensure sponsored programs and projects are compliant.

Contract

A contract is an agreement between parties, creating mutual obligations that are enforceable by law. The basic elements required for the agreement to be a legally enforceable contract are: mutual assent, expressed by a valid offer and acceptance; adequate consideration; capacity; and legality. (Cornell Law School)



Facilities and Administrative (F&A)/Indirect Costs

F&A costs are expenses that cannot be identified readily and specifically with a particular sponsored project but contribute to the ability of the university to support projects and programs and are used to maintain and operate university facilities and services. It is important to budget for the full, allowable F&A cost recovery. The resources required to undertake a sponsored project are determined by direct as well as indirect costs. To omit F&A recovery means the project budget does not accurately reflect the true cost of the work.

Grant

An award, usually financial, given by one entity (typically a company, foundation, or government) for a particular purpose.

Program Director (PD)/ Principal Investigator (PI)

A PI/PD is the individual designated by GVSU to have the appropriate level of authority and responsibility to direct a project or program. The project lead takes direct and primary responsibility for the completion of the project, including all compliance and reporting to the sponsoring agency. Both OSP and GVSU Business and Finance are resources to assist the PI/PD throughout the grant period of performance.

Request for Proposal (RFP)

A Request for Proposal, sometimes referred to as a funding announcement, is an invitation from a sponsor to submit a grant proposal. RFPs give details on the requirements of a submission including deadlines, award amounts, application components, etc.

Sponsor

Sponsors are institutions that are part of the federal, state, or local government, a non-profit organization, a corporation, or other institution that provides funding for a project or program.

Sponsored Programs

Sponsored programs are projects and activities supported wholly or in part by external, restricted funds awarded to the university as a result of a submitted application. A sponsored project is a grant, contract, or other arrangement formalizing the transfer of money or property from a sponsor to GVSU with the intent to either carry out a public purpose or provide a direct benefit to the sponsor. Sponsored projects can come in various forms, including but not limited to grants, contracts, and cooperative agreements. Sponsored projects are enforceable by law and specified objectives are usually accomplished within a specified time frame, with funding being subject to revocation.