Affordable Materials Grants - Round 21 Transformation Grants

(Spring 2022-Spring 2023)

Proposal Form and Narrative

# Applicant and Team Information

|  |  |
| --- | --- |
| Requested information | Answer |
| Institution(s) | University of North Georgia |
| Applicant name | Juanita Woods |
| Applicant email  | Juanita.woods@ung.edu |
| Applicant position/title | Associate Professor |
| Submitter name  |  |
| Submitter email  |  |
| Submitter position/title |  |

Please provide all proposed project team members' first and last names and email addresses. Include the applicant (Project Lead) in this list. Do not include prefixes or suffixes such as Ms., Dr., Ph.D., etc.

|  |  |  |
| --- | --- | --- |
| Team member | Name | Email address |
| Team member 1 | Juanita Woods | Juanita.Woods@ung.edu |
| Team member 2 | Scott Marshall | Scott.Marshall@ung.edu |
| Team member 3 | Corey Parson | Corey.Parson@ung.edu |
| Team member 4 | David Babb | David.Babb@ung.edu |
| Team member 5 | Bonnie (BJ) Robinson | BJ.Robinson@ung.edu |
| Team member 6 | UNG Press Staff | Ungpress@ung.edu |

If you have any more team members to add, please enter their names and email addresses in the text box below.

|  |
| --- |
| Student Assistant TBD, Management & Marketing Department, Mike Cottrell College of Business |

# Project Information

|  |  |
| --- | --- |
| Requested information | Answer |
| Priority Category / Categories*Projects in these categories will receive three extra points in the final score for fitting a priority of these particular rounds of Transformation Grants. The type of funding for the project is determined by the funding categories criteria above. As of Round 18, projects can be a part of more than one category. Note that the categories below only indicate priority, not which applications qualify for a grant. Select all that apply.**Please note: Departmental Scaling Projects applications require the department to commit to implementing the resources for at least the Final Semester of the project.* | *This project satisfies the following priority categories:* * *Collaborative Projects with Professional Support*
* *Student Participation in Materials Evaluation and/or Development*
* *Departmental Scaling Projects*
 |
| Requested Total Amount of Funding*$30,000 maximum total award per grant* | *$30,000* |
| Final Semester of Project | *All Transformation Grants for Round 22 end in Spring 2023.*  |
| Using OpenStax Textbook?*This is to indicate to OpenStax that they can provide additional support and resources to your team during the adoption process.* | *No* |

# Impact Data

Please fill in the data below with impact data with one course (all sections) in each table, and only include courses and instructors that are specifically part of the scope of this grant proposal. Add or remove tables as needed. **Please only put a single averaged or totaled (as appropriate) number in each box. Do not put ranges or mathematical equations in any of these boxes.** If the materials used by different instructors in a course vary drastically, it is possible to enter one course per instructor.

For a multi-course project, if a significant number of students are assumed to take courses in a sequence and only one textbook is used for these courses, please take this into account in your total *(i.e., only include that book in the first course they would purchase it for OR adjust the number of students affected. Please explain in the notes section if making such adjustments).*

## Course 1

|  |  |  |
| --- | --- | --- |
| Row # | Requested information | Answer |
| N/A | Course title and number | MGMT 4620 Management of Projects |
| N/A | Course instructors | Juanita WoodsScott MarshallMargaret Hulme |
| 1 | Average number of students enrolled per section | 35 |
| 2 | Average number of affected course sections scheduled in a summer semester | 1 |
| 3 | Average number of affected course sections scheduled in a fall semester | 3 |
| 4 | Average number of affected course sections scheduled in a spring semester | 3 |
| 5 | Total number of course sections scheduled in an academic year *Add up rows 2-4.* | 7 |
| 6 | Total number of student section enrollments per academic year*Multiply row 1 and row 5.* | 245 |
| 7 | Original required commercial materials*Include each title, author, price for a new copy purchased from either your campus bookstore, the publisher, or Amazon, and a URL to the book showing the price.* | Two Options (Instructor Discretion) * Kathy Schwalbe, An Introduction to Project Management, Sixth Edition (published in Sep 2017-includes Project 2016 guide). ISBN: 978-1544701899
	+ <https://intropm2.com/order-information/>
	+ Kindle Version $49.99 [https://www.amazon.com/gp/product/B075TGXY7Q/ref=dbs\_a\_def\_rwt\_bibl\_vppi\_i0](https://www.amazon.com/gp/product/B075TGXY7Q/ref%3Ddbs_a_def_rwt_bibl_vppi_i0)
* Contemporary Project Management, 4th Edition, by Timothy Kloppenborg, Vittal S. Anantatmula, & Kathryn Wells. ISBN: 9780357688465
	+ <https://www.cengage.com/c/contemporary-project-management-4e-kloppenborg>
	+ $49.99 (eBook rental) to $249.95 (hardback)
 |
| 8 | Original cost per student section enrollment*Add up the cost of all materials in row 7.* | $49.99 |
| 9 | Average post-project cost per student section enrollment | $0 |
| 10 | Average post-project savings per student section enrollment*Subtract row 9 from row 8.* | $49.99 |
| 11 | Projected total annual student savings per academic year*Multiply row 10 and row 6.* | $12,248 |

# Narrative Section

## Project Goals

The undergraduate course, MGMT 4620 Management of Projects, is offered by the Mike Cottrell College of Business at the University of North Georgia. All BBA Management students must take and pass the course as part of their graduation requirements. As of Fall 2021, there were 721 students enrolled in the BBA Management Program (one of the top five baccalaureate majors at UNG; “Quick Facts,” 2021).

The goal of MGMT 4620 is to introduce students to the principles and practices of project management they might encounter in the workplace. The course is described as a "study of the theory, techniques, and strategies for the planning, implementation, and control of projects in organizations. Emphasis is on managing both the technical and human aspects of the project management discipline. The course focuses significant attention on the project lifecycle, proven tools, processes, and techniques, as well as the coordination and leadership of projects" (2021-2022 Undergraduate Catalog, University of North Georgia).

The purpose of this project is to develop a no-cost interactive textbook that introduces students to the fundamentals of project management and gives them hands-on experience developing common project artifacts (e.g., documents, templates, reports, and other tangible resources), informed by *A Guide to the* *Project Management Body of Knowledge* (PMBOK® Guide 7th Edition, Project Management Institute, 2021). The new materials will replace a traditional textbook and will contain a variety of approaches (audio, visuals, interactive activities, etc.) to present the materials and encourage student learning.

The following goals guide this transformation project.

1. Provide students with a no-cost alternative to traditional project management textbooks that is both interactive and digital.

2. Deliver new and updated content aligned with the PMBOK® Guide, Seventh Edition, to prepare students for potential professional certification (Certified Associate of Project Management, CAPM®).

3. Transform the course's pedagogical approach to include critical-thinking activities, problem-based exercises, and realistic assignments that give students hands-on practice producing project artifacts (documents, reports, graphics) using best practices for managing projects in real-world business scenarios.

4. Contribute to the project management academic community by providing an up-to-date and freely available textbook aligned with industry standards that can be used in any introductory course on project management.

---

Quick Facts. (2021). The University of North Georgia. Retrieved 1/1/2022 from <https://ung.edu/institutional-effectiveness/institutional-research/quick-facts.php>

2021-2022 Undergraduate Catalog. (2021). The University of North Georgia. Retrieved 1/1/2022 from <https://catalog.ung.edu/index.php>

Project Management Institute. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Seventh edition. Project Management Institute, Newtown Square, PA.

## Statement of Transformation

Current project management textbooks are available, but traditional textbooks are often expensive and not interactive. The available no-cost textbooks are often outdated or do not align with the most recent industry standards and best practices. There is also an issue with the focus of these textbooks on outdated methods of planning and managing projects and minimal coverage of modern approaches and techniques (Amaral Feris & Clarke, 2021). The most widely recognized project management knowledge base, A Guide to the Project Management Body of Knowledge (PMBOK® Guide), was updated in 2021 to focus on performance domains rather than areas of knowledge. Existing project management textbooks are not currently aligned with this version.

Developing course material that is aligned with the latest edition of the PMBOK® Guide, 7th edition, will prepare students for numerous internationally recognized project management certifications, including the "Certified Associate in Project Management (CAPM®)," an entry-level certification that students who complete MGMT 4620 would be eligible to apply for if the course content was aligned with the latest version of the PMBOK® Guide.

Stakeholders affected by this transformation include current and future BBA Management students, faculty who teach MGMT 4620 in the Mike Cottrell College of Business at UNG, and other instructors who teach introductory project management courses who might wish to adopt the new materials.

BBA Management students who have not taken MGMT 4620 before Spring 2023 are the most directly affected stakeholders. Because this is a required course for all BBA Management majors, all students in the program will be taught using the new course materials, beginning with Spring 2023. Further, students who are taught with the new material will be prepared to take the newest version of the CAPM® certification exam, expected to roll over to the PMBOK® Guide, 7th edition, during the middle of 2022.

Faculty who teach MGMT 4620 will also be positively affected by this transformation project. The materials created from this initiative will include instructor materials (test bank, lecture slides, manual, D2L content shell). These materials will allow MGMT 4620 instructors to consistently deliver high-quality information and learning materials to ensure that all students in the BBA Management program receive comparable education in project management principles and best practices. Further, MGMT 4620 faculty will not need to spend extra time searching for relevant and up-to-date teaching materials and activities to supplement existing project management textbooks.

Faculty at universities outside of UNG will also benefit from the developed materials. The OER will be freely available on OpenALG.org for USG institutions and on OERCommons.org for faculty located outside of the USG footprint. A low-cost print option will also be available through UNG Press.

---

Amaral Feris, M. A., & Clarke, R. J. (2021). Improving Project Management Curricula to Increase Student Employability: A case study. AIS SIGED International Conference on Information Systems Education and Research, Virtual.

## Action Plan

The following information will serve as the project management plan for this transformation project.

### Team Member Roles and Responsibilities

Team members will be assigned tasks to produce the project deliverables described below.

| Team Member | Project Role | Primary Responsibilities | Estimated Effort |
| --- | --- | --- | --- |
| Juanita Woods | Team Lead, Instructor | Submit and monitor ALG grant application; ensure project deliverables are produced according to requirements; complete assigned work to support the production of deliverables; pilot course materials in Spring 2023 | 5-10 hours per week, Fall 2022, Spring 2023 |
| Scott Marshall | Subject Matter Expert, Instructor | Ensure project deliverables are produced according to requirements; complete assigned work to support the production of deliverables; pilot course materials in Spring 2023 | 5-10 hours per week, Fall 2022, Spring 2023 |
| Corey Parsons | UNG Press Editor & Designer | Support Manifold conversion, layout and design, and copyright clearance | As needed Fall 2022, Spring 2023 |
| Bonnie Robinson | Open Pedagogy Consultant | Create open pedagogy assignments for the student textbook | As needed Fall 2022 |
| UNG Press | Production Services | Developmental, line, copy, and proof editing; peer review services | As needed Fall 2022, Spring 2022 |
| David Babb | DETI Instructional Designer | Assist with instructional design and D2L integration | As needed Fall 2022 |
| TBD | Student Assistant | Assist with cataloging existing OER materials and freely available digital resources for review by the Team Lead and SME; Assist with reviewing created and modified material from a student perspective; assist with editing student workbook and instructor materials | 5-10 hours per week, Summer 2022, Fall 2022, Spring 2023 |

###  Major Deliverables

The project team will produce the following deliverables for this transformation grant.

| Deliverable | Description |
| --- | --- |
| 1.0 Student Textbook  | A new student textbook will be built from existing open educational resources and aligned with the most recent professional standards (PMI, PMBOK 7th Edition). New original content will be included, written by the project team, that aligns with the latest version of the professional standards, and has been successfully tested in the classroom. Materials will be available online and can be downloaded to a PDF; Materials include relevant videos, examples, and field guides (how to manage projects in the "real world") to support the content.  |
| 1.1 Textbook Digital Content  | • The project team lead, subject matter expert, and student assistant will review existing OER project management textbooks to identify which materials to include and new course materials that need to be created.• The book will include critical thinking and media literacy activities (finding valid and legitimate information resources) to manage information overload. • The project team will choose content to provide students with the most up-to-date resources available. • Each chapter will include a summary, learning objectives, case vignette, related field guide, and end-of-chapter exercises. The initial book outline is submitted with the grant application. • Field Guides include step-by-step instructions for producing project artifacts or using techniques in real-world project scenarios, with one field guide per chapter. • Case Vignettes are real-world examples of projects in action: detailed description at the beginning of each chapter, then mini vignettes throughout the chapter to support the content. • Interactive materials will be included that follow open pedagogy best practices, allowing students to interact with the content through multiple means (e.g., student-created quiz questions, critical thinking activities, slideshow presentations, text annotations, responses to content). • All new material will be licensed under a Creative Commons Attribution 4.0 (http://creativecommons.org/licenses/by/4.0/) at the level of the most restrictive copyright of the material included in the final product. • All materials will be made accessible following Affordable Learning Georgia’s Accessibility Guides (https://alg.manifoldapp.org/projects/oer-accessibility-series-and-rubric).  |
| 1.2 Textbook Repository Package  | This deliverable includes the complete files for uploading to the OER repository and D2L. The completed digital textbook will be housed at ALG.Manifoldapp.org. |
| 2.0 Student Workbook  | The student workbook includes activities to reinforce the textbook material, allowing students hands-on practice producing typical project documents and working through common project scenarios. The final document can be saved to PDF and printed.  |
| 2.1 Workbook Digital Content | The project team will create templates and instructions for the workbook, available for student download.   |
| 2.2 Workbook Repository Package | This deliverable includes the complete set of files ready for upload to the OER repository and D2L. The completed digital workbook will be housed at ALG.Manifoldapp.org.  |
| 3.0 Instructor Materials  | This deliverable includes materials to support instructor adoption and use of the Student Textbook and Workbook, including instructor presentation slides, a test bank, instructor manual, and D2L online course shell.  |
| 3.1 Instructor Presentation Slides  | Instructor presentation slides aligned with the student textbook  |
| 3.2 Instructor Manual  | Guides for instructors to teach the material, available as a protected PDF upon request from verified university faculty |
| 3.3 D2L Online Course Shell  | Includes work for redesigning MGMT 4620, including any instructional design work, curriculum alignment, course accessibility changes, etc.; D2L Content Updated with new materials for “pilot” sections; MGMT 4620 D2L course shell ready for Quality Matters review |
| 3.4 Test Bank  | Test questions aligned with the textbook material, available as RTF upon request from verified university faculty |
| 4.0 Project Documents  | Reports will be produced to demonstrate the new course materials' benefit to students and ALG, as requested.  |
| 4.1 Student Feedback and Performance Report  | Report summarizing student feedback of course materials and assessing student performance using the new material (see quantitative and qualitative measures, below).  |
| 4.2 Final report for ALG  | Final report of results that meets ALG reporting requirements   |
| 4.3 IRB Application  | IRB application includes details about the project, including data collection and use; an EXEMPT determination is expected given the nature of the data collected.  |

### Project Information and Communications Management

Project documents to support the creation of the deliverables described above will be stored in a Microsoft Teams channel and accessible by all team members. The project team will use Microsoft Teams to track the version history of new or modified material.

The Team Lead will track project issues, action items, and changes to the original schedule and deliverables. Bi-weekly status meetings will be held during Fall 2022 and Spring 2023 to discuss these items.

## Quantitative and Qualitative Measures

Student performance and attitudes about the new course materials will be collected to evaluate the success of the new materials. The project lead will submit an IRB application, but the study is expected to be given an EXEMPT determination, given the nature of the data collected.

Quantitative measures include the following:

* **Measure 1 – Knowledge Acquisition.** Students will be given a short pretest during the material pilot (Spring 2023) at the beginning of the course to measure their incoming knowledge of project management terms. Students will be given the same test at the end of the course to assess whether knowledge increased with the new learning materials over the semester. Alternatively, students who earn CAPM certification within three months of course completion will be considered to have achieved knowledge acquisition success.
* **Measure 2 – Drop, Fail, Withdraw Delta Rate.** Drop, fail, and withdraw rates from Fall 2020 – Fall 2022 will be used as a baseline to compare the drop, fail, and withdraw rates for when the new course materials are used (Spring 2023). There should be no difference to a slight improvement in these rates.
* **Measure 3 – Average Course Grades.** Average course grades from Fall 2020 – Fall 2022 will be used as a baseline to compare the final course grades using the new course materials (Spring 2023). There should be no difference to a slight improvement in the average course grades.

Qualitative measures include the following:

* **Measure 4 - Mid-course Evaluation.** During the materials pilot (Spring 2023), instructors and students will be asked to complete a mid-course assessment of the course materials. They will rate the quality of the course materials and answer open-ended questions about their experience using the new materials.
* **Measure 5 - End-of-Semester Student Evaluation.** Comments from “Student Evaluation of Instruction” received for Spring 2023 will be reviewed for feedback on the course structure and materials.
* **Measure 6 - End-of-Semester Instructor Evaluation.** Following the materials pilot (Spring 2023), instructors will be given an open-ended survey asking for feedback on their experience using the new course materials.

All qualitative feedback will be confidential and anonymous, and participation by students will have no bearing on their course grades.

## Timeline

The following milestones will guide project execution.

| Milestone  | Target Date  | Associated Deliverable or Outcome  |
| --- | --- | --- |
| Training Module completed | 3/24/2022 | ALG Training Module completed by team lead and team member 2 (SME) |
| Online Kickoff Attended  | 3/25/2022 | ALG project kickoff meeting completed  |
| Student Assistant Hired  | 5/31/2022 | Student Assistant is hired and trained on project processes.  |
| Student Assistant review of existing OER materials complete  | 8/31/2022 | Deliverable 1.1 Digital Textbook Content |
| IRB Application Approved  | 8/31/2022 | 4.3 IRB Application  |
| Digital Textbook Resources and Content Modified or Created  | 10/31/2022 | Deliverable 1.1 Digital Textbook Content |
| Student Workbook Compiled  | 12/31/2022 | Deliverable 2.1 Digital Workbook Content |
| Baseline Performance Data Collected  | 12/31/2022 | 4.1 Student Feedback and Performance Report    |
| Mid-Point Project Status Report Completed | 12/31/2022 | Project Mid-Point Status Report delivered to MCCB Dean |
| Developmental and Line Edits Completed | 1/9/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| Copyright Clearances Completed | 1/9/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| Draft Materials Compiled and Uploaded to D2L  | 1/9/2023 | Deliverable 3.3 D2L Online Course Shell (draft) Deliverable 1.0 Student Textbook (Draft)  |
| Response to Developmental and Line Edits Completed | 2/6/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| Mid-course (Instructor, Student) Evaluation Survey Completed  | 3/5/2023 | 4.1 Student Feedback and Performance Report    |
| UNG Press Peer Review Complete  | 3/20/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| Response to Peer Reviews Completed | 4/3/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| Final Copy Edits Completed | 4/18/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| Response to Final Copy Edits Completed | 5/1/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| New Student Materials Piloted  | 5/3/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content |
| Instructor Presentation Slides Completed  | 5/3/2023 | Deliverable 3.1 Instructor Presentation slides  |
| Instructor Manual Completed  | 5/3/2023 | Deliverable 3.2 Instructor Manual  |
| Test Bank Finalized  | 5/3/2023 | Deliverable 3.4 Test Bank  |
| End-of-Semester (Student, Instructor) Evaluation Survey Completed | 5/10/2023 | 4.1 Student Feedback and Performance Report    |
| D2L Course Shell Finalized  | 5/20/2023 | Deliverable 3.3 D2L Online Course Shell (final)  |
| Student Report Compiled  | 5/31/2023 | Deliverable 4.1 Student Feedback and Performance Report  |
| Final Report Delivered  | 5/31/2023 | Deliverable 4.2 Final Report to ALG |
| Print Layout and Design Completed | 6/5/2023 | Deliverables 1.1 Digital Textbook Content; 2.1 Digital Workbook Content, 3.2 Instructor Manual |
| Manifold Conversion Completed | 7/3/2023 | Deliverable 1.2 Textbook Repository Package, Deliverable 2.2 Workbook Repository Package |
| Project Celebrated | 8/1/2023 | Project outcomes and effort recognized by MCCB administration; celebration of project success |

## Budget

The following budget is requested to complete this transformation project.

| Budget Category  | Amount  | Expenditure Description  |
| --- | --- | --- |
| Salary  |  $ 12,800  | Compensation for team members Juanita Woods’s and Scott Marshall’s work and activity beyond normal teaching, service, and scholarship duties during Fall 2022 and Spring 2023 semesters at $5,000 each. Both are expected to contribute the same amount of effort to the project. Compensation for team member David Babb to perform curriculum design and D2L integration services at $2,800 |
| Travel  |  $ 900  | Inter-campus travel and incidentals for team collaboration; travel to conferences for presentations |
| UNG Press Services  |  $ 11,500  | UNG Press services to support the project, which includes:* Developmental, line and copy editing, proofing, and peer-review services by UNG Press staff ($4,500);
* Manifold conversion, layout & design, and copyright clearance performed by team member Corey Parsons ($5,000); and
* Open pedagogy consulting and creation of interactive activities for the textbook by team member Bonnie (BJ) Robinson ($2,000)
 |
| Student Assistant |  $ 4,800  | Student Assistant @ $12/hour for an estimated 10 hrs./week for 40 weeks (3 semesters)  |
| Total |  **$ 30,000**  |  |

## Sustainability Plan

The book will be reviewed bi-annually in the summer by full-time faculty who teach the MGMT 4620 Management of Projects course to maintain accurate external links and currency with industry standards and best practices.

All adjunct and full-time instructors who teach MGMT 4620 Management of Projects will be required to use the course materials but will have the option to supplement with additional materials at their discretion.

The resulting textbook and workbook will be made available on several platforms for broader adoption, including UNG Press (<https://ung.edu/university-press/books/index.php>), OpenALG (<https://alg.manifoldapp.org/>), and MERLOT (<https://www.merlot.org/merlot/>). Instructor materials will be made available as requested by qualified instructors.

The process to develop and evaluate the new course materials will be shared with the broader academic community through conference presentations and published scholarship on teaching and learning (SoTL).

# Creative Commons Terms

*I understand that any new materials or revisions created with ALG funding will, by default, be made available to the public under a Creative Commons Attribution License (CC-BY), with exceptions for modifications of pre-existing resources with a more restrictive license.*

# Accessibility Terms

*I understand that any new materials or revisions created with Affordable Learning Georgia funding must be developed in compliance with the specific accessibility standards defined in the Request for Proposals.*

# Letter of Support

*The Department Chair from the corresponding project, or the Department Chair’s direct report such as the Dean or Provost, must provide a signed Letter of Support for the project. This letter should acknowledge the following:*

* *The department will support fund disbursement in correspondence with the Grants/Business Office.*
* *The department approves the work on the proposal by the applicant(s).*
* *The department acknowledges the sustainability of using these affordable resources after the grant work is complete.*

*In the case of multi-institutional affiliations, all participants’ institutions must provide a letter of support.*

*Please provide the name and title of the department chair (or another administrator) who provided you with the Letter of Support.*

|  |
| --- |
| Mohan Menon, Department Chair, Management & Marketing Department, MCCBSteve McLeod, Chief Information Officer, Information TechnologyBilly Wells, Senior Vice President, Leadership and Global Engagement (University Press)Irene Kokkola, Executive Director, Distance Education and Technology Integration (DETI) |

# Grants or Business Office Acknowledgment Form

*Institutional Grants/Business Offices will be responsible for fund disbursement, often in correspondence with the Department Chair, including expense and travel reimbursement. All applicants will need to provide a signed Acknowledgement Form, the template linked on the RFP page, stating that the Grants/Business Office knows about the applicant’s intent to apply for an Affordable Materials Grant. Either the Department Chair or the Project Lead can work with the Grants/Business Office to get this signed form.*

*In the case of multi-institutional affiliations, all participants’ institutions must provide this form.*

*Please provide the name and title of the grants or business office representative who provided you with the acknowledgment form.*

|  |
| --- |
| *Dr. Yolanda Carr, Director, Grants and Contracts* |