

The Scholarship for Service (SFS) Toolkit: Tips for Optimizing Grant Award Success

Collaborative Research: Community College Accelerated CyberCorps Pilot Program

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This manual has been developed from the lessons learned and recommendations gleaned from other SFS PIs, project managers, and external evaluators who want to share their best practices with others.



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THE SFS TOOLKIT

The Authors:

Brittany Craig, Sinclair Community College

Kyle Jones, Sinclair Community College

Michael Qaissaunee, Brookdale Community College

John Sands, Moraine Valley Community College

Kristine Christensen, Moraine Valley Community College

Stanley Kostka, Moraine Valley Community College



INTRODUCTION

Welcome

Congratulations! By now, you know about the SFS program, and you are in one of two phases:

1. Your institution is interested in writing a proposal and you are considering what to include in your project.
2. Your institution has received word that your proposal has been funded and you want to refresh your memory of important steps to consider.

An SFS project team can have a lot on their plate and beginning to plan for and implementing the SFS program can feel overwhelming. That's where this toolkit comes in.

Purpose of this Manual

This manual has been developed from the lessons learned and recommendations gleaned from other SFS PIs, project managers, and external evaluators who want to share their best practices with others.

While this material is based on work supported by the National Science Foundation Proposals # 1842071, 1842074, 1842077, the opinions, findings, conclusions, or recommendations expressed in this material are those of the



authors and do not reflect the position or policies of the National Science Foundation. This toolkit is intended to address two purposes:

- To assist those in the proposal ideation and writing process (i.e., faculty members, institutional grant writers) plan for their proposal for an SFS grant and
- To guide individuals post-award

Phase I: Proposal Ideation and Writing

Because there are a number of considerations that need to be made regardless of your institution's type – as a four-year university or two-year college – this guide is being offered to assist you in the decision-making process. This manual is written from the perspective of needing to take a scholar from start to finish and covers the lessons learned and suggestions gained from other SFS project teams to help you. Ideally, all topics in this guide should be considered and reflected in the proposal.

Before you even write your proposal, it is recommended that project teams and grant writer attend the Office of Personnel Management's (OPM) SFS Job Fair to learn about updates to the program, key documents and processes to put in place, and connect with your Program Officer. Additionally, it is recommended that proposals account for a planning year or half year before bringing on scholars to best account for new processes, policies, and systems that need to be created.

Use this checklist to reflect on your institution's readiness to develop an SFS proposal. If there are items that are not selected right now, that does not mean your institution cannot write a proposal; instead, these are areas to start thinking about and understanding how you would approach these topics before you start writing.

Processes (Sections 1 and 4)

- ❑ Who will comprise your project team?
- ❑ Does your institution have a scholarship office? Who on your campus knows how to process and set up scholarships?
- ❑ Do you have an existing cybersecurity educational program? Is your program aligned with the NICE standards?
- ❑ Who would support and advocate for your SFS program on your campus?
- ❑ How would your institution consider a scholar, as a contractor, as an employee, other?
- ❑ What processes are in place to pay scholar stipends?
- ❑ How does your institution handle travel?

Recruiting and Scholar Selection (Section 2)

- ❑ Who will review your scholar applications?
- ❑ What criteria will you use to determine who will be selected for the scholarship?
- ❑ What venues on- and off-campus can you use to recruit applicants?
- ❑ What information should be shared to entice applicants?
- ❑ What questions will you use to interview scholars?

Onboarding Scholarship Recipients (Section 3)

- ❑ Who will monitor scholars' progress in completing the right paperwork?

- Who will check scholars' credits for transfer and help them register and course plan?

Scholar Contact and Routine Advising (Section 5)

- Who will regularly reach out and provide advising to scholars?
- Who will check USAJobs and other government employment posting sites to refer scholars?
- Who will monitor scholars' internship experience?
- Who will review scholars' resumes and prepare them for interviews?
- Who will monitor scholars' faculty feedback?

Reporting (Section 6)

- Who will be primarily responsible for writing your annual NSF report? Outcomes report?

- What orientation opportunities are there?
- How can you engage scholars even before the program starts?

Networking and Event Planning (Section 7)

- Do you have existing relationships with federal employers in your area where you can place scholars for internships and/or employment?
- What is your surrounding area's federal employment rate?
- Who will be the main point of contact(s) for reaching out to agencies?
- What opportunities are there to host employer networking events?

Phase II: Post-Award

This manual is also intended for individuals involved in the grant post-award, including project team members, project managers/ coordinators /liaisons, advisors, and administrators (I.e., financial aid, HR, deans). This guide should be referenced in the first year of the grant to ensure that considerations are made for all topics.

For All

The guidelines herein are general, and each institution will have its own requirements and guidelines to keep in mind. Additionally, SFS policies and procedures may change from the time of this manual's writing to the reading of this guide; to that end, always refer to the most recent solicitation and PAPPG or the one to which you are held accountable (if in the case of an awarded grant) for the most up-to-date stipulations. You may refer to sections out of order, depending on the stage you are in, and some pieces of this guide may be irrelevant to your institution or SFS program type. Feel free to navigate this manual according to you and your institution's needs.

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01 PLANNING FOR MANAGING FUNDS

This section should be referenced, in particular, during the proposal ideation and writing phase, especially for community colleges that are participating in an SFS grant, as there are a number of processes and policies that might need to be developed and implemented before scholars begin. It is also possible that your institution has these processes in place already, but you may need to get acquainted with the individuals and offices that are involved.



Set Up Process for Students to be Paid Stipends

Does your institution have a preexisting process for paying stipends to students? Some institutions like community colleges may not and will require you to meet with internal offices to create a policy. What paperwork will be required for the payment process?

Four-year universities likely have a preexisting stipend process due to graduate assistantships

Some may choose to pay as student employees

Others may choose to pay as a contractor (see Appendix A for example form). You might need to create requisitions for

Requests, as well, at the beginning of the fiscal year.

Note: method of payment may change whether student has to handle tax liability on their own (i.e., contractor payment).

Collaborate With Internal Offices

How will money from the grant be awarded to student accounts for tuition, fees, and book payments? This may already be a standard process for your institution, but you may not be familiar with the process if your department has not previously issued scholarships. It is important to familiarize yourself with your institutional process.

Repayment policy: Institutions are the first line of defense in getting money back that needs to be repaid. Ensure that you are thinking about and talking with the appropriate offices at your institution to develop your processes (see Appendices B and C for example stipend agreement and repayment document).

Budget

Part of writing a grant proposal is having a solid budget outline; pay attention to these categories in particular.

Participant Support Funds

SFS is a student-focused grant. One of the largest parts of an SFS budget will be made up of student funds to cover:

Professional Development

These funds (check the most recent SFS solicitation for exact figures) can be used on travel to SFS events and other approved conferences, certification vouchers and study materials, and any other approved NSF expense. If you're unsure if an expense is allowable, reaching out to NSF contact is advised.

Tuition, Fees, and Books

Creating an appropriate budget for tuition, fees, and books will require you to consider the costs at your institution. It is especially important when making consideration for any out-of-state scenarios that may cost more than initially anticipated.

Stipend

Utilize current NSF standards to determine budget amount for student stipends. Consider how much is paid per semester, how many students will you have each semester, and how many semesters will each student be enrolled?

Faculty & Staff Funds

Some funds must be set aside for faculty and staff assigned to the grant.

Travel

PIs and the project manager/coordinator will often accompany scholars during travel, especially official SFS events. The SFS OPM Job Fair is the most important of these events. Are there other educational cybersecurity conferences or competitions (WiCyS, NCL, NICE/NIST) that would be beneficial for faculty and staff to attend?

Salary, Wage, and Benefits

Identify reassign time for faculty and a salary for project manager/project coordinator/student success coach. It is *highly* recommended that you have a coordinator that also has experience advising students at your institution to provide coaching support (described in Sections 3 and 5) and to relieve PI capacity.

Other Funds

Below are other funds to consider.

Printing

Advertisements for program, event flyers, event handouts, etc.

Software Licensing

Will your project require any specific type of software to be utilized (e.g. surveying software?)

External Evaluation

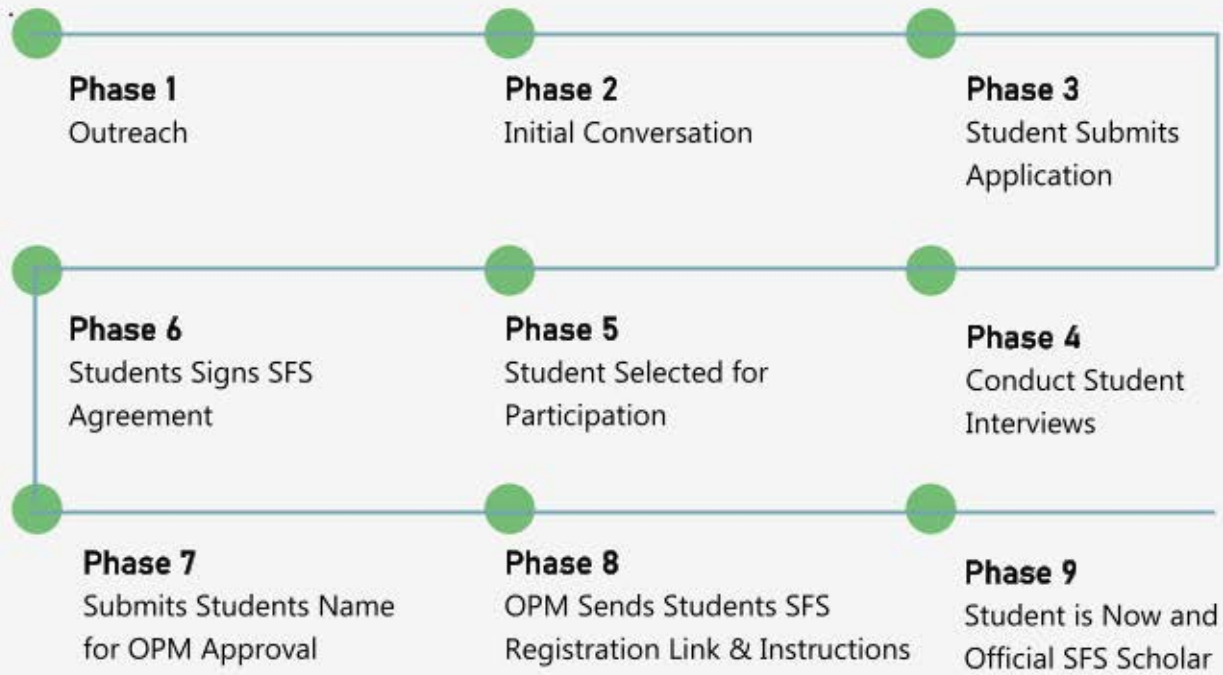
Do you have an evaluator in mind? What are their fees? How much time will be spent on evaluation?

Event Funds

Organizing networking events for your SFS students can be invaluable. An example would be a one-day mini conference at your institution, inviting local/area Federal agencies to speak and network with students. Cost considerations will depend on your institution, but printed materials and food costs are primary considerations. How many of these events would you like to host during your grant period?

02 RECRUITING AND SCHOLAR SELECTION

The figure below outlines the recruiting and onboarding experience. This section focuses on the first five boxes



Advertising and Outreach

After determining which semester you'd like selected scholars to begin classes, identify how to advertise these opportunities. Begin outreach as soon as possible, especially for your first students. Consider these options as starting points:



Candidate Requirements

Ensure candidate requirements are disclosed up-front (in outreach materials, in the application, and in conversations), including:

- Need to pass a background check and security clearance
- Maintaining GPA and academic performance
- The potential for repayment if service commitment is not completed (i.e., leaving program or not obtaining employment within post-graduation window)

Designing and Reviewing Applications

Applications should include a few sections and likely attachments (see Appendix E for example application). These sections might include:

- Information sheet (i.e., name, address, previous degrees/classes)
- Recommendation letters and evaluations of performance
- Copy of previous transcripts
- Statement of purpose/interest in this program

At the start, here are a few things to consider for the review process:

- Will you be reviewing applications alone or with a committee? A committee is recommended to gather multiple insights

on applicant experience and likelihood for success.

- Pay special attention to the statement of purpose. Does the student have a special drive and passion for cybersecurity, or does it seem like they are motivated by some other reason? What interest does the student have in serving others, namely their government and society?



Conducting Interviews

Create a consistent protocol for interviewing applicants that meet your criteria. Probing for more in-depth responses regarding interest in serving others, previous experiences in cybersecurity and work experience, and ensuring that they will likely meet security requirements for federal employment will be critical.



Student Selection

After having reviewed applications and conducting interviews, it's time to select students (ideally within the two months prior to anticipated start date to ensure time for paperwork to be processed at your institution and with OPM). Things to consider when selecting scholars and offering the scholarship include:

- Experience, such as professional work experience and volunteer experience, particularly for the pathways or community college programs. Non-traditional students might also have a more extensive professional background than academic and should also be noted as beneficial.
- Passion for and understanding of cybersecurity
- A true interest in working for the Federal government (I.e., service-oriented)
- Diversity of candidates
- Past academic performance. This might not necessarily be a limiting step, but prior academic performance might reflect their potential for success in this program and thus their post-graduation outcomes.
- Strength of recommendations

03

Onboarding Scholarship Recipients

This section outlines the rest of the onboarding experience from an administrative perspective once offers are extended.

SFS and OPM Paperwork

The OPM office has new SFS scholar cohort approval paperwork that needs to be completed. The paperwork includes a Service Agreement Questionnaire and the SFS Service Agreement. The Service Agreement Questionnaire is to be filled out by the PI or Program Coordinator. The Service Agreement must be filled out and initialed by the student. The Service Agreement is not filled out in the presence of the PI, it must be completed with a notary present and notarization is required. Once completed, the paperwork will be returned to the OPM office and a decision will be made whether the student is accepted within ten days.

Institutional Paperwork and Initial Advising

Application if the student is new to your institution and they have not completed an application during the program application phase already described.

Course planning as related to scholar's professional interests, prior credits (see below), and typical academic plan.

Degree audit adjustments and transfer credit evaluations

Has the student taken coursework at other institutions that will transfer into their chosen program? The number of transferrable courses will determine the

length of time the student will spend in the scholarship period of the SFS program. This might be a manual process that the PI or Program Coordinator will need to undertake to map credits, particularly if they are transferring credits from an institution that yours does not typically work with. Also be aware that military veterans can receive credits based on their military occupational specialty (MOS)

Engaging With Scholars

You might consider a few opportunities to orient scholars to the SFS program and to your institution.

Meet and Greet

Creating a bond among each SFS cohort is strongly encouraged. Having a social meet and greet with the new students prior to the beginning semester is a good way to begin fostering these relationships, initiate the cohort experience, encourage sharing contact information, as well.

Attend Onboarding Bootcamp/Orientation

Having students attend an onboarding bootcamp or orientation is an important consideration. Several institutions run orientation boot camps that are open to all SFS students. You can choose to attend to attend an already existing orientation or create one of your own, particularly if you have non-traditional students. The benefit of attending an existing orientation is the host institution generally already has government connection and previous insights. Students will be able to network

and collaborate with other SFS students from across the U.S. and benefit from sessions that include guest speakers from government agencies.

You might also consider hosting an orientation specifically for your scholars to introduce them to key offices on-campus and reinforce key milestones of the scholarship. To supplement this orientation, a repository of important documents, meeting agendas, and resources (perhaps in a Canvas/Blackboard “course”) might be useful.

04

Administrative Processes Related to Budget During Phase II

After receiving your award, you and your project manager/coordinator will need to be attentive to the following considerations.

Administrative Considerations

What are your institutions policies related to purchasing and payments? It is likely there will be a mix between purchase orders, purchasing card payments, and interdepartmental transfers. Determining which type of payment will be used for the following scenarios is necessary:

Travel for PI, project manager/coordinator, and scholars

Typical travel fees include conference registration fees, mode of transportation (flight, car rental, gas mileage reimbursement, Uber/Lyft, subways), and per diem/food purchases. What is your institution's process for each of these purchases? Most institutions already have guidelines for employee travel, but many may not have a process for student travel. How will students use their professional development funds to purchase their plane tickets and other associated travel costs? Will they pay out of pocket with reimbursement from the grant funds or will the costs be covered up front directly by the grant? Does your institution have an electronic system for travel requests and expense reports? Will students be able to be added to these systems?

Purchase and distribute training materials and certification vouchers

Students may wish to use professional development funds on preparation for certification exams or additional outside

related learning. What process will be used to purchase these materials and vouchers?

Monthly issuing of stipends

Setting up the high-level process for stipend payment was mentioned in Section 1. What recurring processes will occur to issue the payment to students? Will another department handle the monthly submissions, or will you be required to submit monthly paperwork?

It's also necessary to coordinate with Financial Aid to take care of tuition for each semester.

Purchasing Card and Monthly Reconciliation

Having a purchasing card can be very beneficial for the routine purchases made during the grant. If you have a project manager /coordinator on the grant, it may be beneficial for them to have their own purchasing card. This will free up time for the PI, not requiring them to be consulted for every purchase. Of course, each institution will have its own regulations on who can and cannot have a purchasing card. If a purchasing card is utilized, it is likely that a monthly reconciliation process will take place. Receipts and expenses must be kept organized and available for reporting.

05 Scholar Contact and Routine Advising

Staying in regular contact with scholars is important to ensure that they have the resources needed for success, that they're on-track, and that they have a point of contact to reach out to.

Weekly Check-Ins

Allow for continuity in communication
Cover additional areas of learning and professional development
Consider creating a schedule outline at the beginning of each semester to follow weekly. Topics may include cybersecurity current events, guest speakers, certification review, and federal job preparation/security clearance process (i.e., completing the SF86).

End-of-Semester Check-Ins

Assist with registration, including prerequisite waivers

Weekly Internship Semester Check-Ins

SFS students are required to complete a federal (or other OPM-approved) internship during the scholarship period, typically during a summer term.

Ensure sustained contact with the students. Each student can share their experiences and learnings from each week of the internship and documentation of key activities and accomplishments can encourage students to build and update their resumes throughout the internship

Instructor Check-Ins

SFS students are expected to maintain "good academic standing," as per the SFS solicitation, which may differ by grant or institution. Regardless of the grade point average standard set, you will likely also want to ensure that students demonstrate appropriate levels of attendance and engagement. If you are not the students' instructor, it is recommended to get feedback from each instructor. This can be done formally (see Appendix F for example

feedback form) or informally (see Appendix G for example language for request for emailed feedback) at various times, including midterms and final exams.

Checking the sfs.opm.gov Portals

SFS students are expected to register on the SFS OPM portal at the beginning of the scholarship period. They are also



expected to keep their personal profile updated, including resume and job seeking related information. Become familiar with the student view so you can assist students with any questions they may have about utilizing the portal. At the time of this writing, there is no way to simulate student view, but you can sit with a student to learn about their view.

PIs and other approved project coordinators can also register for the online portal and can view student commitments, student status reports, and current OPM documentation

06 Reporting

Consider the various types of reports that are required by the NSF:



Annual NSF Report

Report focuses on highlights, successes, challenges, meeting of objectives and goals, and any changes to scope or budget.

Note that these reports must be received by NSF by the last date of your grant year; for example, if your grant years run from 10/01 through 09/30, you must submit by 09/30.

You'll begin to receive emails from NSF 90 days prior to submission (starting 06/30, using the example dates above) indicating your report is "due." However, it is not actually due until 09/30, which NSF considers "overdue." Note you might need to submit earlier than the "overdue" date if you have other NSF proposals to submit.

You'll need to attach your external evaluator's report, as well.

NSF Outcomes Report

Completed at the end of your last grant year

Public-facing document that is searchable and will address what was adapted from project conception, impacts on society, impacts to STEM education, and many other topics.

07

NETWORKING & EVENT PLANNING

An important goal for SFS projects is to create a pipeline for Federal placement of graduates. If your institution does not have existing relationships with Federal agencies and/or is in an area with few agencies nearby, this can be challenging. Networking and hosting Federal agencies at speaking engagements for your institution is one strategy to form connections.

Connect With Potential Agencies

Create an outline for a day-long or afternoon mini-conference to be held at your institution (see Appendix H for agenda for a similar type of event).

- What topics would be beneficial for your students?
- Who are they interested in working for?
- Will the event be remote or in-person?

Compile a list of nearby or relevant Federal agencies that you would like to connect with. If you do not have any existing

connections, do you know anyone that does? Can they help connect you with someone?

Send outreach communication to contacts at selected Federal agencies. Send background information on SFS as some Federal employees may not be familiar with the program. Be sure to do this with advance notice as Federal employees may need to go through an approval process to speak to groups of students on work time.

Create Relationships and Pipeline for Student Placement on an Ongoing Basis



Identify conferences that might have government representatives to connect with



Search USAJOBS and other job boards for federal internship and job postings and



Keep engaging with alumni and their internship placements



APPENDICES



Appendix A: Example Contract Form Professional Services Contract (PSC)



OFFICE USE ONLY
ONLINE REQUISITION
(OLR) #

PROFESSIONAL SERVICES CONTRACT

This Professional Services Contract ("Contract") is entered into as of the last date signed below, between Sinclair Community College ("College") and

_____ ("Contractor").

CONTRACTOR'S BUSINESS ADDRESS:

CONTRACTOR PROPOSAL? NO YES

If Yes, proposal dated: _____

If YES, Contractor's proposal is attached as Schedule A and incorporated herein by reference. Unless otherwise stated, in the event of any inconsistency between the proposal and any term of this Contract, this Contract prevails.

I. REPORTING

In performing services, CONTRACTOR SHALL REPORT TO:

SINCLAIR EMPLOYEE: _____

DEPARTMENT: _____

II. PERIOD OF SERVICE

FROM: _____ TO: _____

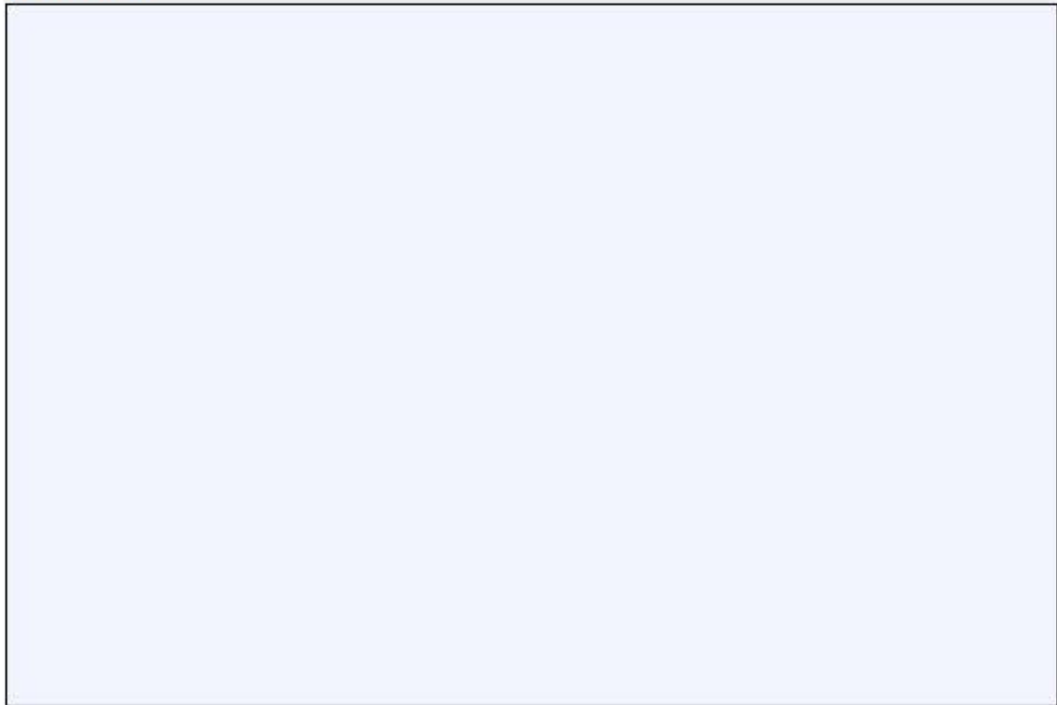
III. CONTRACT COSTS

Payment(s) for Services shall not exceed: _____

Travel costs shall not exceed: _____

IV. Contractor shall provide the following Services

Description:

A large, empty rectangular box with a black border, intended for the contractor to provide a detailed description of the services to be provided.

Deliverables (e.g. Milestones, Benchmarks, Related documentation) & if applicable, Payment schedule based on these deliverables:

A large, empty rectangular box with a black border, intended for the contractor to specify deliverables, milestones, benchmarks, related documentation, and a payment schedule if applicable.

V. GENERAL PROVISIONS

- A. In performing services under this Contract, Contractor shall be deemed to be an independent contractor, and neither Contractor nor any person acting on behalf of Contractor shall be deemed to be an employee of College.
- B. No agency relationship or partnership shall exist between Contractor and College.
- C. Contractor may not subcontract or assign any aspect of this Contract without the express written authorization of College's Manager of Purchasing or Director of Business Services. If Contractor is authorized by College to subcontract any aspect of this Contract and if funding for this Contract is from Federal grant monies, Contractor will take affirmative steps as prescribed by Federal grant regulations to assure that minority businesses, women's business enterprises and labor surplus area firms are used as subcontractors, when possible.
- D. Contractor shall comply with all applicable laws, rules, and regulations, and all College policies relative to conduct on College premises.
- E. Contractor will not receive any fringe benefits including, but not limited to, unemployment compensation benefits, workers' compensation insurance or benefits, or withholdings by College from Contractor's fees for income taxes or any other purposes.
- F. Contractor shall be solely responsible for payment of its own taxes and any taxes relating in any way to Contractor's provision of services under this Contract.

VI. TERMINATION

- A. Either party may terminate this Contract by giving 30 days prior written notice to the other party. College may immediately terminate this Contract if Contractor breaches any provision of this Contract.
- B. In addition to a breach of any provision of this Contract, the following shall be grounds for termination:
 - 1. Contractor ceases to do business.
 - 2. Contractor files for protection under any state or federal bankruptcy or similar laws.
 - 3. Contractor makes an assignment for the benefit of its creditors.
 - 4. A receiver, trustee, liquidator or conservator is appointed for Contractor.

In the event of termination, Contractor shall be paid for the work completed as of the date of termination as reasonably determined by College.

VII. TIMELY PERFORMANCE AND LOCATION OF PERFORMANCE

- A. Contractor shall perform all work required of it under this Contract in a timely manner. Any unreasonable delay by Contractor in the performance of such work shall be a breach of this contract.
- B. Contractor will perform all work required of it under this Contract at a location to be agreed upon by Contractor and College.

VIII. INVOICE AND PAYMENT

- A. Unless otherwise specified in Section IV. Deliverables, Contractor shall submit its invoice following completion of all work under the Contract. The invoice(s) shall specify the dollar rates and time

spent, if such are set forth in this Contract or any attached Schedule or Exhibit as a method of calculating payment.

- B. Travel expenses, if applicable, must be itemized separately in the invoice and be in compliance with College's Travel Policy. This policy can be found at: <http://www.sinclair.edu/about/offices/accounting-travel-policies>
- C. Any reimbursable expenses other than travel authorized in this Contract, such as supplies, photography, communications, or reproduction, shall be billed to College at cost. In order to be reimbursed, documentation of the cost of each item and a description of the relationship of each item to the project must be provided.

IX. RECORDS AUDIT

During the term of this Contract and for a period of three years after its completion, Contractor shall maintain auditable records, including books, documents or papers, of all charges pertaining to this Contract and shall make such records available to College, and if funding for this contract is from a Federal grant, to the Federal grant awarding agency or Federal representatives, as College may reasonably require.

X. USE OF COLLEGE NAME AND LOGOS

Contractor may not use the name, logos or marks of College without written approval from College's Director of Business Services.

XI. TECHNICAL INFORMATION, RECORDS AND REPORTS

Any notes, designs, drawings, memoranda, reports, computer programs (including supporting data which may be included in cards, tapes, discs, drums and the like), and other technical data developed by Contractor in the course of or in connection with this Contract shall become the property of College. All such notes, designs, drawings, memoranda, reports and other technical data shall be delivered to College upon demand, and College shall have the right to use them for any purpose which it may deem desirable without compensating Contractor or any other person or persons for the use thereof. No information, reports, etc., developed herein may be reproduced without the written consent of College.

XII. PATENTS AND COPYRIGHT

- A. In the event any invention or discovery is made or conceived by Contractor in the course of or in connection with this Contract, Contractor shall furnish College with complete information with respect thereto, and College shall have the sole authority to determine whether and where a patent application shall be filed. College shall also determine the disposition of title to and all rights regarding any application or patent that may result. Contractor shall, at College's expense, execute all documents and do all things necessary or proper with respect to such patent application.
- B. Whenever any copyright is secured in connection with the transcription or publication of the results of research financed by this Contract, title and all rights to such copyright shall vest in College.
- C. If the Contract is funded under a Government Prime Contract or Grant, which provides a different disposition for items A. and B. above, the Government Prime Contract or Grant shall govern

XIII. CONFIDENTIALITY

- A. Contractor shall consider all information furnished by College to be confidential and shall not disclose any such information to any person, or use such information for any purpose other than performing this Contract, unless Contractor obtains written permission from College to do so. This provision applies to drawings, specifications and any and all other materials prepared by Contractor for College in connection with this Contract.
- B. Unless otherwise agreed in writing, no commercial, financial or technical information disclosed in any manner or at any time by Contractor to College shall be deemed secret or confidential.
- C. Confidential Information
 - 1. "Confidential Information" is defined as any and all information whose collection, disclosure, protection, and disposition is governed by state or federal law or regulation, including but not limited to, information subject to the Family Educational Rights and Privacy Act (FERPA), the Gramm- Leach-Bliley Act (GLBA), or sections 1347 and 1349 of the Ohio Revised Code. "Confidential Information" includes, but is not limited to, Social Security Numbers, personally identifiable information from education records, financial records regarding students or their parents or sponsors, and records regarding College employees which are not public records under Ohio law.
 - 2. Contractor agrees to hold any and all Confidential Information obtained from College, its students, faculty, staff, or other agents in the performance of this Contract in strictest confidence, and not to use or disclose such Confidential Information except as permitted or required by this Contract or by law, or as otherwise agreed to in writing by College.
 - 3. Contractor shall comply with FERPA, GLBA and other applicable federal and state statutes. In particular, Contractor shall comply with the limitations on re-disclosure of personally identifiable information from education records set forth in FERPA, 34 CFR § 99.33(a) (2), which provides generally that the officers, employees, and agents of a party that receives personally identifiable information from an education record may use the information, but only for the purposes for which the disclosure was made.
 - 4. In the event of a security breach covered under sections 1347 and 1349 of the Ohio Revised Code, Contractor shall bear all responsibility and expense for complying with the disclosure and notification requirements of these statutes.
 - 5. Contractor shall protect the Confidential Information it receives according to commercially acceptable standards and no less rigorously than it protects its own Confidential Information. Specifically, Contractor shall implement, maintain, and use appropriate administrative, technical, and physical security measures to preserve the confidentiality, integrity, and availability of all electronically managed Confidential Information.
 - 6. Contractor agrees that within 30 days of termination, expiration, or other conclusion of this Contract, it shall return to College or if return is not feasible, destroy and not retain any copies (and furnish College with an appropriate Certificate of Destruction) of any and all Confidential Information in its possession.
 - 7. The obligations of this section shall not apply to any information which is/was (a) already in the public domain through no breach of this Contract, including but not limited to information available through College's web site(s); (b) lawfully in Contractor's possession prior to receipt

from College, its faculty, staff or students; or (c) received by Contractor independently from a person or entity free to lawfully disclose such information other than College, its faculty, staff, or students.

XIV. DRUG FREE WORK PLACE

Contractor shall comply with all applicable federal, state and local laws regarding drug free work places and shall ensure that any of its employees or permitted subcontractors engaged in work under this Contract do not purchase, transfer, use or possess illegal drugs or alcohol or abuse prescription drugs.

XV. LIABILITY; INDEMNIFICATION

College has no liability to Contractor or any third party for any damages resulting from or arising out of this Contract or Contractor's performance under this Contract. Contractor shall indemnify and hold harmless College from any and all claims for such liability or damages.

XVI. OHIO ETHICS LAWS; CONFLICT OF INTEREST; SUSPENSION/DEBARMENT/DISQUALIFICATION

- A. Contractor acknowledges that both Contractor and College and their respective employees are subject to Ohio's ethics laws. Contractor agrees to abide by all requirements of the Ohio ethics laws, including but not limited to Ohio Revised Code Sections 102.03 and 102.04 (hereafter "Ohio ethics laws"). Contractor affirms that to the best of its knowledge, there exist no actual or potential violations of the Ohio ethics laws and no conflict of interest between Contractor and College or between Contractor and any employee of College relating in any way to Contractor's services under this Contract.
- B. Contractor shall not employ or hire as an independent contractor or make any payment of any kind, for any reason to any person who is also an employee of College, without the express written authorization of College's Manager of Purchasing or Director of Business Services.
- C. Contractor shall immediately inform College regarding any possible violations of Ohio ethics laws or other conflict of interest which may arise during the term of this Contract.
- D. Contractor shall immediately notify College in the event Contractor is suspended, debarred or disqualified by any state or Federal department or agency, or upon receipt of a notice of proposed suspension or debarment during the performance of this Contract.

XVII. EQUAL OPPORTUNITY AND NON-DISCRIMINATION

Contractor shall comply with all applicable federal, state and local statutes, regulations, and rules pertaining to equal opportunity and non-discrimination in employment and with and Sinclair Community College's Equal Opportunity/Non-Discrimination Policy. (A copy of the policy is available to Contractor upon request.)

XVIII. CLEAN AIR/WATER POLLUTION CONTROL; LOBBYING

- A. If this Contract amount exceeds \$100,000, Contractor agrees to comply with all applicable standards, orders or regulations issued under the Clean Air Act and the Federal Water Pollution Control Act.
- B. If the total dollar amount of this Contract equals or exceeds \$100,000, Contractor agrees that it will

not or has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress or an employee of a member of Congress in connection with obtaining any Federal contract. Contractor will file a Byrd Anti-Lobbying certificate if requested by College.

XIX. JURISDICTION AND VENUE

This Contract and any claims arising from or related to this Contract, including violation or breach of contract by Contractor, shall be governed by and construed in accordance with the laws of the State of Ohio, without regard to the principle of conflict of laws. Any litigation arising from or related to this Contract in any way may be brought only in a federal or state court of appropriate jurisdiction located in Ohio.

XX. ENTIRE CONTRACT; MODIFICATION OR AMENDMENT

This Contract constitutes the entire agreement between the parties. Neither party may modify or amend the terms of this Contract, except in a written Contract signed by both parties.

CONTRACTOR:

By (signature): _____
Printed Name: _____
Title: _____
Email: _____
Phone: _____
Date: _____

Sinclair Community College

PURCHASING DEPARTMENT

By: _____
Date: _____

Appendix B: Participant Stipend Agreement

**SINCLAIR COMMUNITY COLLEGE
CYBERCORPS SCHOLARSHIP FOR SERVICE (SFS)
PARTICIPANT STIPEND AGREEMENT**

The undersigned Participant in the Sinclair Community College CyberCorps Scholarship for Service Program will be paid a stipend of \$12,500 per academic semester-Fall, Spring, Fall, conditioned on Participant commencing and continuing in the Program.

Sinclair Community College will pay the stipend using grant funds received from the National Science Foundation.

Participant further understands that if Participant withdraws or is dismissed from the Program, payment of the stipend will cease immediately and that Participant will become obligated to repay the Stipend and related scholarship.

The stipend will be paid in equal amounts of \$3,125 per the following schedule:

Fall 2019 Semester:	9/15/2019, 10/15/2019, 11/15/2019, 12/15/2019
Spring 2020 Semester:	2/15/2020, 3/15/2020, 4/15/2020, 5/15/2020
Fall 2020 Semester:	9/15/2020, 10/15/2020, 11/15/2020, 12/15/2020

Participant understands that no withholdings, including for federal, state or local taxation or pension benefits, will be made from the amounts paid to Participant as a Stipend, and Participant will indemnify and hold harmless Sinclair Community College and all other parties against any and all income tax liability, retirement system liability, interest and/or penalties, and any other financial obligations arising in any way from the payment of the Stipend that may be assessed against Sinclair Community College or otherwise become due from Sinclair Community College or Participant.

This Agreement supersedes any Professional Service Contract with Sinclair Community College I may have previously signed, and that other contract is hereby terminated.

Participant

Sinclair Community College

Name (printed)

Name/ Title

Signature

Signature

Date

Date

Appendix C: CyberCorps SFS Agreement to Repay and Promissory Note

SINCLAIR COMMUNITY COLLEGE CYBERCORPS SCHOLARSHIP FOR SERVICE (SFS) AGREEMENT TO REPAY AND PROMISSORY NOTE

For value received, I, _____, agree that if I fail to meet the conditions described in the agreement titled “CyberCorps: Scholarship For Service (SFS) (Scholarship Track) Service Agreement,” I promise to repay to Sinclair Community College (“Sinclair”) the amount of the scholarship I received from Sinclair for the courses I took pursuant to the Agreement and the total amount of the stipend I received (“the Amount”).

A. Collection Charges

1. I agree to pay all reasonable collection costs, including, but not limited to, attorney fees, as determined by Sinclair.
2. I agree that repayment of scholarship assistance begins six (6) months after I have ceased to pursue the required course of study, or the date that I inform Sinclair that I have ceased to be employed in an eligible school system prior to fulfilling my employment obligation.
3. Should I not fulfill my total employment obligation, I understand that I will be responsible for repaying a prorated portion of my total scholarship assistance based on the percentage of the work obligation remaining.

B. Repayment

I promise to repay the Amount immediately, or enter into “repayment status” by making monthly payments beginning on the first day of the first month, after the earliest to occur of any of the following:

- Sinclair has determined that I have ceased to be enrolled in the appropriate academic program;
- The date I inform Sinclair and/or the Federal Office of Personnel Management (“OPM”) that I do not plan to fulfill my government employment obligation; or
- The date that Sinclair and/or OPM ascertains that I have ceased to be employed in an eligible government institution prior to fulfilling my employment obligation.

If I do not immediately pay the Amount in full when due as provided for above, I agree to make monthly payments to Sinclair which cover the outstanding Amount and any incurred reasonable collection costs, including, but not limited to, attorney’s fees, according to a schedule established by Sinclair, which calls for complete repayment within five (5) years after I enter repayment status.

If I fail to make any monthly payment as required by the schedule established by this Agreement and such failure persists for a period of 180 days, Sinclair, without further notice, may accelerate the balance of the outstanding principal due, and I promise to pay such amount and reasonable collection charges, including, but not limited to, attorney fees, to Sinclair. 2 If I do not make the monthly payments as required by the schedule established by Sinclair, Sinclair may engage in collection efforts, including notification of credit bureaus concerning my default and litigation.

D. Cancellation

Sinclair may cancel my repayment obligation if it determines circumstances have occurred that are a compelling reason to excuse repayment.

E. Contact Information

I agree to provide Sinclair a current home address and telephone number and a current work address and telephone number, as well as other needed identifying information whenever any such information changes until I have satisfied the obligations of this agreement. I further agree to provide my cellular number and specifically authorize Sinclair, the Ohio Attorney General, and their respective agents and contractors to contact me regarding my student account, any repayment or amount due under this Agreement, and any other financial obligation owed to Sinclair at the current or any future number that I provide for my cellular or other wireless device, and specifically consent to the use of automated telephone dialing equipment or prerecorded voice or text message in contacting me on my cellular phone or other wireless device. In addition, I understand and consent to Sinclair's use of my social security number so that Sinclair can, if necessary, secure payment of these amounts from me if I fail to meet the service or repayment obligation provided for in this Agreement.

F. Deferral, Modification, Cancellation

1. Deferral

Sinclair may defer my repayment obligation during the time in which I serve, not in excess of three (3) years, on active duty as a member of the armed service of the United States; serve as a volunteer under the Peace Corps Act; serve as a volunteer under Title I of the Domestic Volunteer Service Act of 1973; or have a disability which prevents me from working for a period not exceeding three (3) years. In order to qualify for deferral on any of these grounds, I must promptly notify Sinclair of my claim and provide supporting documentation acceptable to Sinclair. If approved for deferral, Sinclair shall extend the five (5)-year Scholarship repayment period described in the repayment section, by a period equal to the length of time I meet any of the grounds in this section.

2. Modification

If I am unable to complete the Scholarship repayments within this five (5)-year period because of my financial condition that has been established to the satisfaction of Sinclair, Sinclair may establish a modified repayment schedule reflecting my financial condition.

3. Cancellation

Sinclair may cancel my repayment obligation if it determines I am unable to work because of an impairment that is expected to continue indefinitely or result in death, on the basis of a written, signed statement signed of a qualified physician; I have become totally and permanently disabled, on the basis of a written, signed statement of a qualified physician; I have died, on the basis of a death certificate or other evidence of death conclusive under Ohio law; circumstances have occurred which Sinclair considers to be a compelling reason to excuse repayment.

G. Applicable Law, Jurisdiction

This Agreement and Promissory Note shall be construed in accordance with the laws of Ohio and any applicable federal statutes or regulations of the United States. Any claims or disputes concerning this

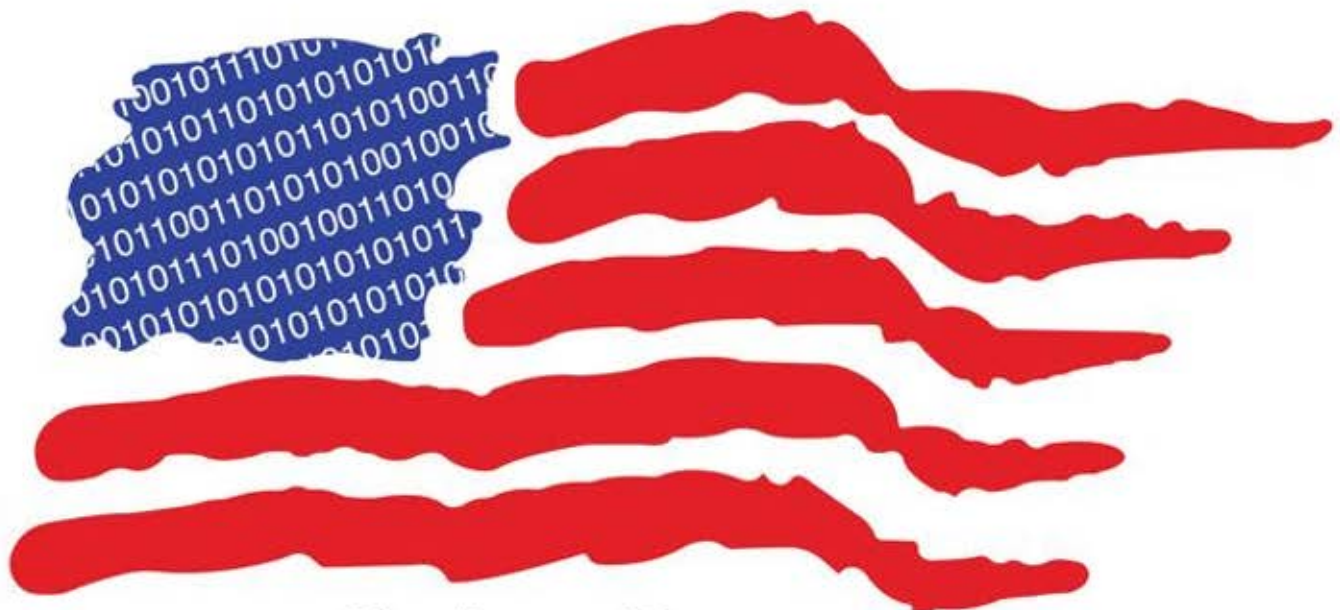
Note shall, at the sole election of Holder, be adjudicated in a court of competent jurisdiction located in the State of Ohio.

Printed Name

Signature

Date

Appendix D: Sample Program Recruitment Flyer



CyberCorps®

Defending America's Cyberspace

Overview

Sinclair Community College is proud to be a part of the first-ever CyberCorps Scholarship for Service (SFS) program for Community Colleges.

Section 1649A of the National Defense Authorization Act for Fiscal Year 2018 (NDAA18) has authorized the National Science Foundation (NSF), in coordination with the Office of Personnel Management, to develop and implement a Community College Cyber Pilot (C3P) program as part of NSF's CyberCorps®: SFS program. Specifically, NDAA18 authorizes scholarships for eligible students who: are pursuing associate degrees or specialized program certifications in the field of cybersecurity.

Who should apply?

The scholarships can be awarded to a student from one of the following populations:

- Group One – veterans that have earned related undergraduate degrees
- Group Two – returning adult students that have earned undergraduate degrees
- Group Three – veterans that have gained over 32 college credits as a result of their MOS training and experience

Award

Each scholarship includes:

- Full tuition and fees
- Book allowance up to \$2,000 per academic year.
- Living stipend of \$25,000 per academic year
- Professional development allowance for the NSF SFS Job Fair and other travel such as professional certification or attending conferences.

*Living stipend is \$12,500 each semester that Scholar attends Sinclair. Does not include summer.

Application Information

For more information or to apply for the Fall 2020 Cohort, please contact SFS Project Manager, Brittany Lane: brittany.lane1815@sinclair.edu

Acknowledgment and Disclaimer

This material is based upon work supported by the National Science Foundation under Grant No. 1842071. Any opinions, findings and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation (NSF)

Appendix E: SFS Application

Sinclair Community College CyberCorps® Scholarship for Service Application

Application Requirements:

- United States citizen or permanent legal resident
- Full time student (12 Credit Hours per Semester) at Sinclair Community College or applying to a certificate or degree program at Sinclair Community College in the area Cybersecurity.
- You must either be a current student or apply for admission before applying for this award, and you must be accepted before you can receive the award.
- Able to pass federal government job screening requirements and background check.
- Three years or fewer away from graduation by the first semester the scholarship will be awarded.
- Must have a Bachelor Degree or are a veteran of the Armed Forces.
- Minimum 3.2 cumulative GPA

Requirements for Recipients:

- Maintain full---time student status at Sinclair Community College without pursuing or holding any outside employment
- Maintain compatibility with federal agency requirements (e.g., no drugs, felonies, etc.)
- Participate in required events within the program (e.g., job fairs, professional development, etc.)
 - Gain an internship at a government agency during the summer*
- After graduation, secure a full---time job in federal, state, local, or tribal government for a period of time commensurate with the number of years the scholarship is awarded*

Application Instructions:

To apply for the Scholarship for Service (SFS) scholarship, please submit the following materials:

- Completed application form (see below; please type or fill out electronically)
- Official transcripts from any previous post---secondary schools other than Sinclair Community College • Personal statement (see instructions below)
- Resume or curriculum vitae
- A letters of recommendation highlighting technical and scholarly skills and experience

Personal Statement:

Please submit a personal statement detailing the following:

- Your interest in this program and what lead to you applying for the scholarship
- Any awards, recognition, honors, or commendations you have received
- Any unique reasons that make you an exceptional candidate for this scholarship and help set you apart from any other applicants

You may also want to include such information as:

- Why you are interested in the fields of Cyber Security or Information Assurance
- Why you would like to work for the government in these fields
- Knowledge and experience related to these fields
- Evidence of good interpersonal communication skills (public speaking, writing, working in teams, etc.)
- Evidence of good problem solving skills

* Students can apply for any position that includes duties in Information Assurance at a Federal, State, Local or Tribal Government organization, Independent Agency, Government Corporation, Commission, or Quasi---Official Agency. Positions may be secured to meet obligations at a National Laboratory, a Federally Funded Research Development Center, or other approved organization on a limited basis. If a student is unsure if a particular position meets program requirement they should contact the SFS Program Office at sfs@opm.gov for verification.

Sinclair Community College CyberCorps® Scholarship for Service Application

Personal Information:

Last Name		First Name		Middle
Permanent Address				Daytime Phone
City	State	Zip	Evening Phone	
Email Address				Mobile Phone
Current Address: (if different)				U.S. Citizen? Yes: <input type="checkbox"/> No: <input type="checkbox"/>
City	State	Zip	NOTE: You must be a U.S. Citizen to receive this scholarship	

Application Information:

Degree Program where you would use the Scholarship Associates: <input type="checkbox"/> Bachelors: <input type="checkbox"/> Masters/Doctorate: <input type="checkbox"/>		Major/Program	Anticipated Graduation (MM/YYYY)
Degree Status at MVCC: any/have you Currently Enrolled? <input type="checkbox"/> Accepted but not Enrolled? <input type="checkbox"/> Applied but not Accepted? <input type="checkbox"/> Not Applied? <input type="checkbox"/>			
Highest ACT Scores (if any) Comp: _____ Math: _____	Highest SAT Scores (if any) V: _____ M: _____	Highest GRE Scores (if any) V: _____ Q: _____ A: _____	

Current and Previous Post-secondary Schools Attended (send official transcripts):

Name of Current School			Years Attended
Address of Current School			Degree Awarded (if any) and Year
City	State	Zip	GPA

Name of School			Years Attended
Address of School			Degree Awarded (if any) and Year
City	State	Zip	GPA

Name of School			Years Attended
Address of School			Degree Awarded (if any) and Year
City	State	Zip	GPA

By signing below, I acknowledge that:

- 1) I am a U.S. Citizen or permanent legal resident.
- 2) The information provided on this form is, to the best of my knowledge, accurate and complete.

Signature of Applicant

Date

Sinclair Community College CyberCorps® Scholarship for Service Application

Applicant Information (To be completed by the applicant):

Applicant's Name
Recommender's Name
Relationship to Applicant

Evaluation of Applicant (To be completed by the recommender):

Please rate the applicant on the following traits compared to his or her peers:	Excellent	Very Good	Average	Poor	No Information
Intellect / Academic Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative / Work Ethic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oral Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working on a Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problem Solving Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Willingness to Learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maturity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honesty / Integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attention to Detail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Does the applicant's GPA accurately reflect his or her abilities in the field? Yes No

(If the answer is no, please elaborate in the attached letter)

Recommender Information:

Place of Employment	Title
Email Address	Daytime Phone

Please attach a separate letter of recommendation with additional comments.

Signature of Recommender

Date

Appendix F: SFS Monthly Instructor Form



Scholarship for Service (CyberCorps) Program

Monthly Instructor Verification Form

Student Name and Signature

Date

Faculty Name and Signature

Date

List of classes and Initials of instructors that student is attending classes.

Please have each instructor initial this form indicating that the student list above is in good standing and is attending the classes this semester.

Class Number & Section	Class Title	Semester	Instructors Initials

For CSSIA Office Use - Documents attached:

- W9 MVCC Vendor Form
- Proof of Class Enrollment and Completion



Appendix G: Sample Informal Instructor Feedback Email

Hi Instructor,

Hope you're doing well. I am reaching out to see how the four SFS students are doing at this point in the term in your ____ course? Information I'm looking for is approximate grade, attendance patterns, and engagement. I appreciate the information.

Thank you,

Appendix H: Example Agenda Chats With Cyber Scholars



Chats with Cyber Scholars

Sinclair Centerville Campus
5800 Ciyo Rd. Centerville, OH 45459

8:00a-9:00a	Welcome Breakfast Introduction to SFS	
9:00a-10:00a	Session 1	Hugh Pringle Corporate Technology Officer / Network Engineer AFRL/RVOD
10:00a-11:00a	Session 2	Mercy Akpan Department of Defense
11:00a-12:30p	Lunch and Networking	
12:30p-1:30p	Session 3	Ray Carpenter & Chad Arnold National Air and Space Intelligence Center
1:30p-2:30p	Session 4	Brian Phillips & Trevor Canfield United States Secret Service
2:30p-3:30p	Wrap up	

Thank You.