Agenda – Day Three

• Intro to OSR & Process Overview
• Pre-Award Process/Working with Industry
• Post-Award Non-Financial Management
• Spending & Payment Considerations
• Award Close-Out
The Office for Sponsored Research (OSR): An Overview

Pam Hawkins
Acting Associate Director
Office for Sponsored Research
Chicago Campus
Mission

The Office for Sponsored Research serves as Northwestern University’s central research administration office and the institutional point of contact for external research sponsors.

OSR provides comprehensive pre-award and post-award services and will assist with the interpretation of regulatory requirements and policy.
OSR - Evanston

Executive Director

Associate Director

Grants Team
  Grants Officers (GO)
  Associate Grants Officers
  Assistant Grants Officer
  Associate Research Administrators (ARA)
  Grants Assistants (GA)

Contracts Team
  Senior Contracts Manager
  Senior Subcontracts Manager
  Contract Officer

Info Team
OSR – Information Team

- Director of Electronic Research Administration
  - Project Administrator
  - Information Management Specialist
  - Business Systems Analyst
  - Coordinator of Research Programs
  - Sr. Training Specialist
## OSR Roles & Responsibilities

<table>
<thead>
<tr>
<th>Grants Officers</th>
<th>Grants Assistants</th>
</tr>
</thead>
<tbody>
<tr>
<td>• All pre-and post-award services to University research community</td>
<td>• Pre- and post-award support services to Grants Officers and research administration community</td>
</tr>
<tr>
<td>• Liaison between faculty, University administrators, sponsors and funding agencies</td>
<td>• Proposal review</td>
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<tr>
<td>• Proposal review, institutional endorsement, and submission</td>
<td>• Award set-up</td>
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<tr>
<td>• Award review and negotiation</td>
<td>• Post-award non-financial management</td>
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<tr>
<td>• Post-award non-financial management</td>
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</tbody>
</table>
# OSR Roles & Responsibilities

## Contracts Officers
- Prepare, draft, review and negotiate contracts and sponsored programs agreements, Non-Disclosure Agreements (NDA), Confidentiality Disclosure Agreements (CDA), Data Use Agreements (DUA) and Material Transfer Agreements (MTA)
- Comply with NU policies
- Industry-sponsored basic research and critical trial agreements
- Manage subcontracts between NU and sponsors/funding partners

## Research Analyst/Coordinators of Administration and Grants
- Coordination and administration of industry sponsored Clinical Trial
- Review and maintain Proposal/Award data in InfoEd
- Process related Material Transfer Agreements (MTA), Data Use Agreements (DUA) and Confidentiality Disclosure Agreements (CDA)
## OSR Roles & Responsibilities

<table>
<thead>
<tr>
<th>Research Administrators</th>
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<tbody>
<tr>
<td>• Provides pre- and post-award administrative assistance and routine problem solving in support of unit's research programs and mission.</td>
</tr>
<tr>
<td>• Preparation &amp;/or submission of routine research proposals, grants &amp;/or contracts according to standard practice &amp;/or general instruction.</td>
</tr>
<tr>
<td>• Monitors and reconcile financials (budgets/re-budgets)</td>
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</table>
Summary of Information Team Responsibilities

- **Maintain InfoEd**, which is NU’s sponsored projects proposal and award database
- **Provide** Data Integrity, Quality Assurance for proposal and award activity
- **Reporting** research levels and trends to executive leadership

- **Proposal Development functional support**
  - Interface with NUFinancials
  - Manage OSR Listserv
  - Maintain OSR website

- **Manage ESPR**, which is NU’s Proposal Modification Request electronic submission & routing system
- **Maintain institutional logins for all ERA systems**
- **Design, create and deliver** a sponsored research training resources *(coming soon)*
**Summary of OSR Responsibilities**

<table>
<thead>
<tr>
<th>Facilitating all Northwestern sponsored research activities</th>
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</thead>
<tbody>
<tr>
<td>Advising faculty and staff on proposal development and broader sponsored research issues (including cost accounting standards)</td>
</tr>
<tr>
<td>Interpreting agency and NU policy, guidelines, and terms and conditions</td>
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<tr>
<td>Endorsement of Institutional proposals and resulting awards</td>
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<tr>
<td>Negotiation and acceptance of awards</td>
</tr>
<tr>
<td>Award establishment</td>
</tr>
<tr>
<td>Subawards issuance</td>
</tr>
<tr>
<td>Reporting on NU sponsored research activity</td>
</tr>
<tr>
<td>Guidance on award management issues</td>
</tr>
<tr>
<td>Represent NU nationally</td>
</tr>
<tr>
<td>Respond to OIG audits and subpoenas</td>
</tr>
</tbody>
</table>
“21st century businesses will rely on American science, technology, research and development. I want the country that eliminated polio and mapped the human genome to lead a new era of medicine—one that delivers the right treatment at the right time.”

President Barack Obama
State of the Union Address
January 20, 2015
Washington, DC
“21st century businesses will rely on American science, technology, research and development. I want the country that eliminated polio and mapped the human genome to lead a new era of medicine—one that delivers the right treatment at the right time.”

President Barack Obama
State of the Union Address
January 20, 2015
Washington, DC
NU Fiscal Year 2014 Proposal & Award Data

• We submitted 3,313 proposals in FY 2014 for a grand total of $2.34 billion

• We received 2,849 awards in FY 2014 for a grand total of $593.9 million

For Additional Information:
http://osr.northwestern.edu/reports-metrics
What is a Sponsored Project?

Specific research, training, service, or similar activity for which funding, data and/or material support is provided by an external sponsor under an agreement with the University.
What Governs Sponsored Projects?

Northwestern Policy
- e.g. Travel
- e.g. Consulting

Federal / Foundation Grants & Contracts
- e.g. OMB A-21
- e.g. OMB A-110

Corporate Grants & Contracts
- Terms & conditions
- Corporate sponsor’s mission
The Sponsored Project Life Cycle

- Pre-Award Administration
- Award Negotiation and Acceptance
- Proposal Development and Submission
- Identifying Funding Opportunities
- Award Management
- Award Set-Up
- Award Closeout

Post-Award Administration
NU Flow of Information During Proposal Submission

Proposal Creation - InfoEd Proposal Development (PD)

- Notify your GO of the InfoEd # via email

Complete administrative shell and the Proposal Routing Form in InfoEd PD

- Confirm PI has up-to-date COI disclosures*

Once proposal docs final and OSR comments addressed, Final Route

OSR reviews Admin Shell

Let OSR know Admin Shell is complete

Submit the proposal for pre-routing

OSR will submit proposal electronically or sign paper proposals

For Additional Information:
*= if applicable, per sponsor regulations
http://osr.northwestern.edu/proposals/proposal-preparation
http://osr.northwestern.edu/proposals/budget
http://osr.northwestern.edu/resources
Award Acceptance

- OSR receives notification of pending award
- OSR reviews supplemental documentation required by sponsor, e.g., Just in Time (JIT)
- OSR receives notice of award and sets up award in InfoEd and NUFinancials
- OSR creates a Project Account Summary and distributes to the PI and Department RA

For Additional Information: [http://osr.northwestern.edu/awards/awards](http://osr.northwestern.edu/awards/awards)
Award Types

- Fixed price vs. cost- reimbursement
- Non-Disclosure Agreements (Confidentiality Agreements) // Material Transfer Agreement // Data Sharing Agreement
- Grants/Cooperative Agreements
- Subawards and subcontracts
- Contracts
- Industry sponsored Clinical Trial Agreements and basic science agreements
## Grants vs. Gifts

### Grants
- Strings attached
- Specified statement of work & deliverables
- Reporting requirements
- Performance period
- Must be routed through OSR
- Subject to University policy

### Gifts
- No strings attached
- No specified statement of work and/or deliverables
- Minimal reporting requirements
- Irrevocable
- Work with Development Office
- Subject to University policy

For Additional Information: [http://osr.northwestern.edu/policies/sponsored-projects-versus-gifts](http://osr.northwestern.edu/policies/sponsored-projects-versus-gifts)
Material Transfer Agreements (MTA) and Data Use Agreements (DUA)

Contracts that govern the transfer of research materials and/or data between two organizations when the recipient intends to use it for their own research purpose

- **Common MTAs**
  - Transfer between academic or research institution
  - Transfer from academia to industry
  - Transfer from industry to academia

- **Common Data Use Agreements (DUA)**
  - Governs the transfer of research data between organizations
  - Academic institutions, government agencies, and/or corporate entities

http://osr.northwestern.edu/agreements/mta

http://osr.northwestern.edu/agreements/dua
Confidentiality Disclosure Agreements (CDA)

- Sponsor may require prior to receiving protocol from Pharma
- Establishes terms under which proprietary information will be shared
- Always reviewed and endorsed by OSR (PI cannot sign on behalf of NU)

PI must NEVER sign on behalf of Northwestern
With Whom Does OSR Collaborate?

<table>
<thead>
<tr>
<th>Organizations and their Acronyms</th>
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<tbody>
<tr>
<td>Accounting Services for Research and Sponsored Programs (ASRSP)</td>
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<tr>
<td>Office of General Counsel (OGC)</td>
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<tr>
<td>Office of Foundation Relations (OFR)</td>
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<tr>
<td>Risk Management</td>
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<tr>
<td>Office of Clinical Research (OCR)</td>
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<tr>
<td>Conflict of Interest at Northwestern University (NUCOI)</td>
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<tr>
<td>Office of Research (OR) Offices</td>
</tr>
<tr>
<td>Export Compliance Office</td>
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<tr>
<td>International Office</td>
</tr>
</tbody>
</table>
Best Practices

• Consistent and respectful communication is a must:
  PI ↔ RA ↔ GA/GO

• **START EARLY** and establish a timeline to minimize last minute rushes, internet issues, and other complications

• Review proposal guidelines, instructions and award documents carefully and thoroughly

• All sponsored projects **must** go through OSR for administrative review and signature

• Adhere to all internal deadlines (see links below for more information)

For Additional Information:
http://osr.northwestern.edu/proposals/deadlines
http://osr.northwestern.edu/sites/default/files/nih_admin_shell_checklist.pdf
http://osr.northwestern.edu/sites/default/files/admin_shell_checklist.pdf
Questions?

And for more hands-on assistance, come speak with us at the OSR InfoTeam/FFRA Open Labs:

Mondays: 10:30a - 12:30p in Mudd Library
Tuesdays: 2:30p – 4:30p in Tarry 1-731

For Additional Information: http://osr.northwestern.edu/
Pre-Award Overview

Taylor Carl and Chrissy Barua
Office for Sponsored Research
Chicago Campus
What is a Sponsored Project Proposal?

An act of putting forward or stating something for consideration

A sponsored project may be considered a transaction in which there is a specified statement of work with a related, reciprocal transfer of something of value.
Why Do Faculty Submit Proposals?

Faculty put forth proposals to external sponsors requesting support for a number of University activities, including the following:

- Research
- Training
- Instruction
- Public Service
- Construction
How do sponsors solicit proposals?

- Sponsors make known their intentions to award funding in a general or specific area (typically as a result of a competition) by providing a solicitation for proposals.

  - Referred to in a variety of ways:
    - Program Announcement (PA)
    - Funding Opportunity Announcement (FOA)
    - Request for Applications (RFA)
    - Request for Proposals (RFP)

- Contains vital information for successful administration of proposals, serves as the roadmap for proposal development.
How are Proposals submitted?

Note: all proposals, regardless of how they are submitted, require an InfoEd record.

There are two general submission types:
• System to System: Submitted directly to grants.gov through InfoEd
• Non-System to System: Submitted outside of InfoEd (e.g. over email, or an external submission platform like FastLane for NSF).

http://osr.northwestern.edu
How are Proposals Submitted?

For hands-on system-related assistance, attend the OSR InfoTeam/FFRA Open Labs:

Mondays: 10:30a - 12:30p in Mudd Library
Tuesdays: 2:30p – 4:30p in Tarry 1-731

For Additional Information: http://osr.northwestern.edu/
Elements of a Proposal

- **Summary/Abstract**: Briefly describe what you are proposing.
- **Need/Impact**: Why is this work important?
- **Objectives**: What exactly do you plan to accomplish?
- **Research Plan**: How do you plan to accomplish these objectives?
- **Resources/Environment**: What resources, facilities, and support are available to the researcher?
- **Budget and Justification**: How much funding will be required to complete this work? How will the funding be used to complete the project?
- **Biosketches**: Brief CVs demonstrating relevant expertise and qualifications.
- **Apendices**: Other materials as required/allowed by the sponsor.
Briefly, what are you proposing?

We propose to establish the Northwestern University Center for Advancing Equity in Clinical Preventive Services. The overall goal is to expand and accelerate the development, testing, and dissemination of innovative, practical, effective, generalizable interventions to increase equity of clinical preventive services. Our Steering Committee (SC) will include leaders from academic departments, our practice-based research networks, and our partner networks of community health centers (CHCs). The SC will create a vision and strategic plan for expanding our research program and allocate funds for pilot projects to implement that plan. Our Core Administration will provide support for research development, research methods and analysis, dissemination, and research training. We aim to generate multiple new grants over the 3-year funding period, at least one of which will be an implementation and dissemination grant across our large practice networks. Funds are requested for 3 initial projects to address important disparities. Project 1 addresses disparities in colorectal cancer screening. We will conduct a randomized controlled trial to determine whether a multifaceted intervention at a CHC serving a poor, predominately Latino population can increase rates of repeat fecal occult blood testing (FOBT). Project 2 address disparities in cardiovascular disease prevention. We will conduct a randomized trial at 3 CHCs serving very diverse, underserved populations and compare usual care to a system of population health management that will a) use health IT to identify patients with no known cardiac history but high 10-year risk of cardiac events (Framingham Risk Score) who are not currently prescribed a statin, and b) perform outreach to educate patients about their risks, the benefits of treatment, and facilitate the treatment of eligible and appropriate patients with statin therapy. Project 3 seeks to understand and address the high rate of refusal of pneumococcal vaccine among African-Americans in one of our clinics. This project will interview patients to understand reasons for refusals and develop a multimedia program to show patients in examination rooms to explain the risks and benefits of pneumococcal vaccination. A pilot study will assess feasibility and patient and staff acceptance.
Why is this work important?

Disparities exist for use of clinical preventive services by race/ethnicity, language, socioeconomic status, gender, age, and sexual orientation, and national organizations have set goals of reducing disparities. This center will combine our expertise in health literacy/health communication, quality improvement methods, and health information technology to develop and test interventions to achieve equity in preventive services.
Objectives

What exactly do you plan to accomplish?

Objectives should:

• Be measureable
• Be end-oriented
• Be realistic
• Address the stated need
• Correspond to a timeline
Research Plan

How do you plan to accomplish these objectives?

B. RESEARCH STRATEGY

B.1 INTRODUCTION

The overall goal of our proposed Center of Excellence is to expand and accelerate the development, testing, and dissemination of innovative, practical, effective, generalizable interventions and delivery system redesigns to increase equity of access to and use of clinical preventive services. We are uniquely well positioned to accomplish this goal because of our a) clinical and research experience across the spectrum of clinical preventive services, b) understanding of disparities in these services, c) methodological expertise in areas needed to design interventions to improve care and reduce disparities (e.g., health literacy, electronic health records (EHR) and health information technology (HIT), and care redesign), d) our strong academic-community partnerships, and e) our resources for research development, support, and training. This introduction briefly describes our conceptual framework for understanding and addressing disparities in clinical preventive services, our relevant research experience, and the resources and expertise of our clinical partners that serve to generate ideas and provide opportunities to test interventions in the real world.

Complex Problems Require Multifaceted Solutions

General quality improvement interventions have had limited success reducing disparities. This is not surprising because the root causes of disparities are complex and require multifaceted solutions. For example, even when patients understand the need for preventive services, many have difficulty accessing care because of lack of insurance, high out-of-pocket costs, or transportation barriers. Thus, solutions require policy and practice changes that enable access to preventive services without a provider visit, such as mailing home fecal occult blood tests (FOBT) to screen for colorectal cancer (CRC) and automatically notifying patients when they are due for screening (see Project 1). Some patients have negative attitudes or little knowledge about the need for preventive services, such as being unaware that they are at high risk for heart disease. Others may seek care mostly for acute problems so providers do not address prevention. These problems can be addressed by using HIT to identify high-risk patients who have not received treatment. But, to be maximally effective, such an intervention would also need to clearly explain to patients their risk and the benefits of treatment using approaches and communication tools to overcome potential literacy, language, and cultural barriers that contribute to disparities (see Project 2). Thus, to maximize improve care and achieve equity, we must design interventions that reduce barriers to care, inform and activate patients, use information technology, and point of care reminders to identify patients who need services, and use team-based care to personalize effectiveness and efficiency. This approach was originally articulated so this is equally applicable to clinical preventive services, and it has been applied.

1. It will be the fundamental philosophy that guides the design of our projects.

Designing and Testing Multifaceted Solutions Requires Multidisciplinary

Our research community includes clinician-investigators and Ph.D.s in healthy clinical psychology, health services research, sociology, and anthropology. We clinical and methodological areas needed to address disparities in clinical care include:

- Clinical preventive services: cancer screening, immunizations, counseling (overweight/obesity, physical activity, smoking cessation, primary prevention)
- Vulnerable populations and disparities by race/ethnicity, language, socioeconomic status, culture, and lack of adequate health insurance care

Methods to measure disparities and design interventions to achieve race/ethnicity and language, survey research, qualitative research, focus group, and

Proposals
What resources, facilities, and support are available to the researcher?

RESOURCES

Follow the 350 application instructions in Part I, 4.7 Resources.

FEINBERG SCHOOL OF MEDICINE, NORTHWESTERN UNIVERSITY

We believe we are exceptionally well-positioned to succeed with the proposed Center of Excellence because of our diverse and experienced faculty, our belief in the strength of multidisciplinary teams, our strong research administration, our practice based research network, and our extensive partnerships with other local and national networks (see Figure B.1 in section B, Research Strategy).

The Center will be based at the Feinberg School of Medicine, Northwestern University. The Core Administration will be within the Division of General Internal Medicine. The Steering Committee will include multiple departments in the School of Medicine, and we will work to expand collaborations with other departments and schools at Northwestern University.

The General Internal Medicine Research Environment

The faculty of the Division General Internal Medicine (GIM) has experience studying medical and surgical patient outcomes, quality of care, patient safety, technology assessment, practice guidelines, health communications, health disparities, survey research and medical informatics research. The four major research themes include: 1) Health Communication, 2) Quality Improvement and Patient Safety in Primary Care, 3) Reducing Disparities for Vulnerable Populations, and 4) Clinical Epidemiology. GIM is the home of the Health Literacy and Learning Program (H4LP). H4LP’s mission is to advance the study of health literacy and interventions to improve individuals’ ability to obtain, process, and understand basic information needed to make appropriate health decisions. Northwestern is the first institution in the country to link the fields of medicine and education to improve how health systems educate patients and families on their health.

The GIM research program occupies approximately 17,000 square feet of contiguous space. It is adjacent to the 12,000 square feet of space for the faculty and staff of the Institute for Healthcare Studies (see below). There are 16 MD and PhD research faculty and approximately 75 staff who work in this space. There are weekly Work in Progress conferences and a weekly health services research seminar series for faculty to present their work. Faculty from across Northwestern present at these conferences, in addition to invited local and national speakers. This helps create a collaborative environment in which people work to develop and refine each others ideas.

Health Communication Multimedia Lab – GIM has unique resources for developing health communication materials. These include state-of-the-art digital video and multimedia production capabilities coupled with the expertise of a full-time producer.
### B.2.7 EVALUATION PLAN

Table B.2.7 lists the goals and milestones for the Center that correspond to the aims listed above.

<table>
<thead>
<tr>
<th>Aim</th>
<th>Goal (and assessment method, if not evident from goal)</th>
<th>Milestones</th>
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<tbody>
<tr>
<td>Aim 1</td>
<td>Submit follow-up grants for each of the 3 initial center projects</td>
<td>x (3)</td>
</tr>
<tr>
<td>Aim 2</td>
<td>Develop and fund 3 pilot projects</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>Develop and submit at least 2 projects in new research areas</td>
<td>x</td>
</tr>
<tr>
<td>Aim 3,4</td>
<td>Provide support for new and established investigators (number of consultations &amp; pilot projects supported; co-authorship on papers; survey to assess satisfaction with Core)</td>
<td>x</td>
</tr>
<tr>
<td>Aim 5</td>
<td>Create e-news registry, web site</td>
<td>x</td>
</tr>
<tr>
<td>Aim 6</td>
<td>Present at national meetings (number of presentations); create policy briefs (number)</td>
<td>x</td>
</tr>
<tr>
<td>Aim 7a</td>
<td>Submit at least one implementation and dissemination grant with NU partners &amp; AHRQ</td>
<td>x</td>
</tr>
<tr>
<td>Aim 7b</td>
<td>Develop summer research fellowship (number of fellows participating)</td>
<td>x</td>
</tr>
<tr>
<td>Aim 8</td>
<td>Expand mentoring program for residents (number of residents participating)</td>
<td>x</td>
</tr>
<tr>
<td>Aim 9</td>
<td>Conduct webinars for community-clinicians (number, attendance, satisfaction)</td>
<td>x</td>
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</tbody>
</table>

**External Advisory Committee:** This committee will meet annually to review our strategic plans for expanding health equity research for clinical preventive services, discuss proposed pilot projects, evaluate whether we are achieving our aims/metrics, and make suggestions for changes or additions to achieve the Center's goal of becoming the premier research center in the country in this area. Members will include [Name Redacted], Commissioner of the Chicago Department of Public Health, a Family Physician, and a former medical director for a community health center; [Name Redacted], President of The Aetna Foundation, a Pediatrician, and a national expert in disparities; and [Name Redacted], a General Internist, Chief of the Division of General Internal Medicine and Director of the Medical Practice and Prevention Research at the Sheps Center for Health Services Research, University of North Carolina-Chapel Hill, and an expert on disparities, clinical preventive services, medical decision-making, and economic analyses. (See letters of support).
Budget

• Realistic request of estimated cost to complete the project

• A large part of the budget will be devoted to personnel costs for most projects

• Other costs might include supplies, services, consulting costs, travel, subawards, etc

• For most administrators, the bulk of their time is spent on the creation of the budget and budget justification

How much funding will be required to complete this work? How will the funding be used to complete the project?
Budget Justification

How much will all this cost and how will the funds be used?

- Use lay terminology
- Use categories developed by agency
- Relate line items to program objectives
- Ensure level of detail meets sponsor requirements
- Follow sponsor formatting guidelines
- Provide any required backup documentation
A PI is asking you to develop a budget that she can send to a collaborator at UIC for a project on which Northwestern will be a subcontractor. She tells you that UIC needs to have the budget by tomorrow, so there is no time for it to go through formal University channels. **What would you do?**

- **Brainstorm questions you will need to ask the PI to develop the budget**
  - For example: What’s the solicitation number? Who are the senior personnel on the project?
- **Think about what you will need to do when your questions are answered; anticipate how the PI might answer**
- **Think about how to respond to her request to not go through formal channels**
Budgeting for Faculty Effort

• Personnel costs proposed must connect to effort
  • Budgeted for individuals working on project
  • Importance of the integrity of the institutional base salary when calculating personnel costs
  • Budget justification should demonstrate level of effort in line with salary request as it connects to the individual’s appointment period
  • Calculated monthly on a percentage of effort basis
    – 9 month vs. 12 month appointments
    – E.g., 1.00 academic month, 0.50 summer month – what’s the effort percentage?
Budget: Fringe Benefits

Identify the appropriate fringe rate based on employment type

Identify the start date and corresponding composite rate

Multiply the fringe rate by the applicable salary amount

For Additional Information:
http://osr.northwestern.edu/proposals/budget-fringe-rates
General Statements on Chicago Campus

For NU/NM PIs without VA appointments

• Dr. ___________ has an appointment with Northwestern University (NU) and with the affiliated Northwestern Medical clinical practice plan (NM). The institutional base salary used in this application represents the combined salary from both NU and NM, which is paid by NU under a common paymaster. The number of person months in this application represents NU effort on the proposed project in relation to professional effort encompassed by the dual NU and NM appointments.

For NU/NM PIs with VA Appointments

• Dr. ___________ has an appointment with Northwestern University (NU) and with the affiliated Northwestern Medical clinical practice plan (NM), and with the Veterans Administration (VA). This arrangement is defined in a formal NU-VA Joint Appointment Memorandum of Understanding. The institutional base salary used in this application represents the combined salary from both NU and NM, which is paid by NU under a common paymaster system; it does not include salary from the VA appointment. The number of person months in this application represents NU effort on the proposed project in relation to professional effort for the dual NU and NM appointments.
Budget: Consultants

- Consultants cannot be NU employees
- Include in proposal regardless of whether or not they are paid
- List names and institutional affiliations
- Describe services being performed in budget justification

Categorized as a vendor-type relationship, where an individual or company is retained to provide professional advice or services on a project for a fee
Budget: Consultants

- Consultants should provide a letter detailing, at minimum, the following:
  - Rate of pay
  - Number of hours to be worked
  - Work to be performed

- Additional consultant information required as needed:
  - Travel
  - Per diem
  - Other related costs

- For NIH and NSF, there is no maximum daily rate but the fees must meet the test of reasonableness*
Budget: Other Direct Costs

- Capital Equipment
- Computer Charges (server use, cloud computing, supercomputer time)
- Rental/lease charges
- Animal care
- Patient travel
- Human subjects payments
- Publication costs
- Equipment maintenance and service contracts
- Tuition
Budget: Research Assistance Scholarships (RAS)

- Allow graduate student RAs supported by sponsored projects to have a portion of their tuition charged directly to projects.

- The Graduate School covers the balance of tuition via a RAS only if the sponsored project carries full F&A rate.

- Minimum stipend level to receive a RAS scholarship is $2,491/month for 2015-16.

- Tuition is not charged F&A.
• Maximum amount awarded by NIH for support of graduate student is equal to the zero level National Research Service Award (NRSA) Postdoctoral fellow stipend in effect at the time the award is issued
  – Amount provided includes salary, fringe benefits, and tuition remission
  – Current stipend amounts can be found at: http://grants2.nih.gov/training/nrsa.htm
## Academic year 2015-16 Tuition Charges to Sponsored Projects

<table>
<thead>
<tr>
<th>Student Type</th>
<th>Cost per Quarter</th>
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<tbody>
<tr>
<td>Full registration (3-4 units)</td>
<td>$3,354</td>
</tr>
<tr>
<td>Advanced rate (500)</td>
<td>$3,354</td>
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</tbody>
</table>
Budget: Subawards

- Subcontractor organization must be identified in the budget justification
- Work to be performed must be described in Statement of Work
- Subcontractor’s OSR must provide an approved detailed and multi-year budget
- Subcontracts from NU-affiliated organizations must also be detailed in this manner
- First $25k of each subaward is included in F&A base for NU
- Subcontract F&A is not included in the NIH direct costs but is included in the NU MTDC calculations
Budget: Facilities and Administrative Costs (F&A)
Budget: Direct Costs vs. F&A

Direct Costs:
- Clearly assigned to a specific research activity
  - PI & research staff salaries & benefits
  - Supplies
  - Equipment
  - Contractual services
  - Travel*

F&A:
- Not clearly assigned to a particular research activity
  - Incurred by the institution as a consequence of conducting research
  - Building maintenance & utilities
  - Libraries
  - Centralized administrative costs
## Budget: Modified Total Direct Cost (MTDC) vs. Total Direct Cost (TDC)

<table>
<thead>
<tr>
<th><strong>Modified Total Direct Cost</strong></th>
<th><strong>Total Direct Cost</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Used for federal awards that provide F&amp;A at our full overhead rate</td>
<td>• Used for industry clinical trial awards and other non-federal sponsors that limit their rate of F&amp;A recovery</td>
</tr>
<tr>
<td>• Also used if legislatively mandated by a federal agency or specific program</td>
<td>• No exclusions from the base</td>
</tr>
<tr>
<td>• Modify our base</td>
<td>• F&amp;A applied to full base</td>
</tr>
<tr>
<td>• Remove items that are excluded from F&amp;A</td>
<td></td>
</tr>
</tbody>
</table>
Budget: Modified Total Direct Costs (MTDC) is result of Exclusions to Total Direct Costs (TDC) Exclusions include:

<table>
<thead>
<tr>
<th>Expense Acct.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>75335</td>
<td>Fabricated equipment</td>
</tr>
<tr>
<td>75490</td>
<td>Space rental</td>
</tr>
<tr>
<td>75720</td>
<td>Hospital medical expenses</td>
</tr>
<tr>
<td>76910-76960</td>
<td>Telecom/ network expenses</td>
</tr>
<tr>
<td>77510-77599</td>
<td>Capital equipment</td>
</tr>
<tr>
<td>78010-78080</td>
<td>Tuition and stipends</td>
</tr>
<tr>
<td>78650*</td>
<td>Subawards in excess of the first $25,000</td>
</tr>
</tbody>
</table>

For Additional Information: [http://www.it.northwestern.edu/telephone/converge/index.html](http://www.it.northwestern.edu/telephone/converge/index.html)

*For expense account 78650, only international and off-campus calling cards are allowed per Converged Communication Policy*
## Sponsored Research F&A Rate Calculation

<table>
<thead>
<tr>
<th>Sponsored Research F&amp;A Rate Statements to Add to All Proposal Budget Justifications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Federal Awards</strong>*</td>
</tr>
<tr>
<td>F&amp;A has been calculated based on the following DHHS approved rates:</td>
</tr>
<tr>
<td>– 54.5% MTDC 09/01/14 – 8/31/15</td>
</tr>
<tr>
<td>– 54.5% MTDC 09/01/15 – 8/31/16 and thereafter (provisional)</td>
</tr>
</tbody>
</table>

On the NIH checklist page, check the following boxes:

| ✔️ | DHHS Agreement Dated: 09/15/2015 |
| ✔️ | Modified total direct cost base |

For Additional Information: F&A Rate Resources [http://osr.northwestern.edu/proposals/budget-FA-rates](http://osr.northwestern.edu/proposals/budget-FA-rates)
Budget: F&A Calculation

Calculate MTDC

\[ \text{MTDC} = \text{Direct costs minus exclusions} \]

For example:
- Equipment: $10k
- Supplies: $10k
- Tuition: $10k
- Travel: $10k

\[ \text{MTDC} = $20k \]

Identify the appropriate F&A rate

Review OSR website for help determining rate

Rate will depend on sponsor, where the work is occurring, and what work is being performed

Multiply MTDC by F&A Rate

To determine F&A costs, multiply the F&A base (MTDC) by applicable rate

For example:
- MTDC = $20k
- Rate = 54.5%
- F&A request: $10.9k
Appendix

• Most sponsors have limits & restrictions about what can be added

• May be used to highlight upcoming publications

• May include a copy of the planned survey
Questions?
Working with Industry
<table>
<thead>
<tr>
<th>Goal</th>
<th>Northwestern</th>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Objective</td>
<td>• Expand knowledge through teaching, research, and public service</td>
<td>• Develop and commercialize a product, process, and/or service</td>
</tr>
<tr>
<td>Knowledge Dissemination</td>
<td>• Ability to publish with only limited time delay for review of patent rights</td>
<td>• Keep information proprietary and away from competitors</td>
</tr>
<tr>
<td>Knowledge Ownership</td>
<td>• Ownership of intellectual property developed by NU*</td>
<td>• Ownership and control of intellectual property developed by NU</td>
</tr>
<tr>
<td>Funding</td>
<td>• Full F&amp;A recovery • Reasonable payment terms, such as timing and frequency</td>
<td>• Reduce costs wherever possible</td>
</tr>
</tbody>
</table>

*Clinical Trials
Clinical Trial Agreements (CTA)

- Establish terms & conditions under which corporate research funding is accepted and conducted by NU

- Help protect NU, faculty, staff & subjects from liability

- Resolve intellectual property issues

- Preserve publication rights and NU data access
Key Risk Areas on Industry Projects

- Pre-spending
- Payment
- Budgets
- Unallowable Costs
- Final Report
- Fixed Price Projects
CTA Negotiation

• Negotiation takes time:
  – Completeness of submission to OSR
  – Negotiating terms of agreements
  – External review when required
  – IRB and budget approval

• Outcome:
  – Contract fully negotiated
  – IRB approval
  – Budget negotiated & approved
  – COI clearance

• Any Updates - Please Contact OSR!
Best Practices

• To expedite negotiations:
  
  – Email CTAs with draft consent to your Senior Contract and Grant Officer and cc the Administrative Coordinator
  
  – Don’t forget to include the InfoEd # created in PD

For Additional Information:
http://osr.northwestern.edu/clinical-research/industry
Want to Learn More about CTA?

• Contact OSR Corporate Team Administrative Coordinators for one-on-one training:

• More information on broad principles applicable to research agreements between NU and industry:

• Watch for OSR Brown Bags announced on OSR listserv

For Additional Information:
http://osr.northwestern.edu/contact/contact
http://osr.northwestern.edu/clinical-research/industry
Questions?
Post-Award Administrative Management

Rachel Mugg
Grants Officer
Office for Sponsored Research
Chicago Campus
**Before the Award**

Sponsor may request supplemental documentation and materials prior to issuing the award:

<table>
<thead>
<tr>
<th>• For NIH, Just-In-Time (JIT) information is often required. This can include “Other Support” as well as any required certifications (including human subjects education)</th>
<th>• Sometimes a revised budget may be requested by the sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>• DoD often requests salary verification and other budget documentation, assurances of compliance, and IRB/IACUC approvals</td>
<td>• Other information and documentation as applicable</td>
</tr>
</tbody>
</table>
Award Review & Acceptance

• OSR receives notice of award or award agreement

• OSR reviews and, when necessary for bilateral/multilateral agreements, negotiates terms and conditions

• OSR confers with PI/Department as needed, e.g. in the case of significant budget cuts

• OSR submits any necessary revisions to sponsor

• For bilateral/multilateral awards, once negotiation is completed OSR signs the agreement
Research Terms & Conditions (RTC)

RTC is largely based on terms & conditions originally utilized by institutions participating in FDP.

Research Terms & Conditions are a standard core set of administrative terms & conditions for research & research-related awards that are subject to A-110/Uniform Guidance.

RTC waives the requirement for prior approval from many federal sponsors for:

- Rebudgeting
- Carryover of funds
- 1st no-cost extension
What is “Uniform Guidance”?

• The OMB “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” was released on December 26, 2013

• The “Uniform Guidance” consolidates the eight federal circulars that govern financial assistance (grants), including A-21, A-110 and A-133, also effectively consolidating grantee communities

• Meant to ease administrative burden and strengthen oversight over Federal funds to reduce risks of waste, fraud and abuse
  • Effective December 26, 2014
Award Set-Up

• OSR checks that all approvals and determinations are in place, and that all required information has been obtained
  – Financial Conflict of Interest (FCOI) determination
  – IRB/IACUC approvals as appropriate
  – Revised budgets as applicable

• OSR completes award data entry in InfoEd and NUFinancials

• OSR generates chart strings and distributes Project Account Summary (PAS) and award documents to PI/department

• **PI/department should carefully review both the NOA and PAS**
  – The PAS includes the funding appropriation, chart strings, and other award details
  – Any questions should be referred to your GO in OSR

For Additional Information:
Evanston – On the PAS there is a section for Appropriation notes that contains important award terms and conditions*
**Elements of NUFinancials Chart Strings**

<table>
<thead>
<tr>
<th>Code</th>
<th>Sponsor Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>610</td>
<td>Federal Grants &amp; Contracts</td>
</tr>
<tr>
<td>620</td>
<td>Federal Flow-Through</td>
</tr>
<tr>
<td>630</td>
<td>State of Illinois</td>
</tr>
<tr>
<td>640</td>
<td>Industry Clinical Trials</td>
</tr>
<tr>
<td>650</td>
<td>Other</td>
</tr>
</tbody>
</table>

**Fund Code:**
First three digits of the chart strings indicate the sponsor type

**Department Code:**
Seven digit code for the managing department/division

**Project Number:**
Eight digit code unique to a specific project
Award Management: Department Responsibilities

- Review PAS against the award notice; ask questions if something looks amiss
- Obtain access to the Chart String across all NU business systems (payroll, NUFinancials, etc)
- Establish salaries; notify other departments if utilizing outside personnel
- May request additional budgetary accounts to be opened, if needed
- Ensure correct expense accounts are used when charging expenditures
Post-award Requests: Electronic Sponsored Projects Request (ESPR) Award Relinquishment

- **Budget**
  - Carry-forward of unobligated balance
  - *Open new budget categories*
  - *Revised budget for an award*
  - *Revised budget for a proposal*

- **Personnel**
  - Effort change for PI or other key personnel
  - Extended absence of PI
  - PI or Co-I change
  - Change of department

- **Prespending**
  - New award
  - Continuation year

- **Subcontract**
  - Request to issue new subaward
  - Subaward amendment

- **Withdraw proposal**

- **No-cost Extension**

- **Data Use Agreements & Non-Disclosure Agreements**

- **Material Transfer Agreements**

- **Fabricated Equipment**
Open New Budget Categories

• When is an ESPR required?
  • Auto-open list (FDP/RTC) – No
  • If proposed – No
  • Otherwise, yes!

• What is needed?
  • Proper justification – why is it needed now if not proposed?
  • Rebudgeting restrictions

• Reminders
  • Check roll-up codes – the category may already be open!
  • Correct budget category tree?
Revised Budgets

Revised budgets may be required at both pre- and post-award stages. For these requests an ESPR should be routed containing the information below:

- **Proposal**
  - Original budget and justification
  - Revised budget and justification
  - Key personnel effort reduction
  - Sponsor correspondence
  - Revised scope of work (if applicable)

- **Award**
  - Most recent budget and justification
  - Revised budget and justification
  - Key personnel effort reduction
  - Multiple chart strings clearly marked
  - Uncommon budget categories specified
No Cost Extension (NCE)

- Extends the grant project period without additional funding from the sponsor

- Effort during NCE is assumed to be the same as the last year of the grant. If effort will change this should be noted in the ESPR request, sponsor approval may be required

- Under RTC, most federal awards allow an grantee approved one-year NCE

- Non-federal sponsors generally require approval for any NCE
Requesting an NCE

• Ideally formal NCE requests should go through OSR
• Submit an ESPR with the following information:
  – Length of extension requested
  – Strong justification for the extension
    • Reason for the delay?
    • What work will be accomplished?
  – Confirmation of effort during NCE
  – Most recent IRB and/or IACUC approval, if applicable
  – Current balance
    • Justify large or small balances
Subcontract

An agreement between the prime institution (pass through entity (PTE)) and another organization (subrecipient) under a sponsored project, the subcontract outlines the nature and extent of the subrecipient’s involvement. It includes a scope of work, a corresponding budget, and budget justification.

In addition, the Subcontract incorporates the appropriate terms and conditions from the agreement between the originating sponsor and the PTE.

- To initiate a subcontract:
  - Department submits an ESPR request along with subrecipient’s SOW, budget, and justification

- PI/department responsibilities:
  - Monitoring subrecipient progress
  - Collecting and retaining technical reports
  - Approving invoices for payment
Progress Report

- All NIH awards require an annual progress report, or noncompeting continuation application, due 45-60 days prior to the start of the next budget period
  - The use of the Research Performance Progress Report (RPPR) module is required for all annual non-competing (Type 5) NIH awards

- Almost all other sponsors require some type of technical report.

- For some sponsors, funding in subsequent years is dependent on satisfactory progress
Progress Reports: Things to Remember

• In InfoEd, select: “NU Progress Report/Continuation”

• Make certain FCOI disclosures are up to date

• Provide a completed copy of the Unobligated Balance calculator, found on the OSR website under Resources and Training → Tools and Checklists

• Provide current IRB and/or IACUC approval, if applicable
Award Close-Out

- PI submits final progress report
- Submission of final invention statement
- ASRSP submits final financial report
- Dept. works with ASRSP to reconcile and close chart string
Questions?
Accounting Services for Research and Sponsored Programs (ASRSP)

Katherine Mustea
Grant & Contract Financial Administrator
K-mustea@northwestern.edu
Mission

To provide exceptional financial administration to sponsored research grants and contracts.

We are committed to the highest standards of financial stewardship and compliance with both University and sponsor regulations.
Other Related NU Offices

NU President

- NU Provost
- VP for Research

Sr VP for Business & Finance

- Assoc VP of Financial Ops
  - Sr Assoc Controller – Financial Ops
    - ASRSP
    - Effort Reporting Project
    - Cost Studies
Key Functions of ASRSP

- Financial Reporting
- Collecting Revenue
- Coordinating Audits
- Transaction Review & Approval
- Award Closeout
Why is ASRSP Important?

In Fiscal Year 2014 (between 9/1/13 and 8/31/14):

- $688 million in sponsored research expenditures
- $322 million in receivables created
- 2,991 financial reports submitted
- 5,123 invoices sent

Note: These are FY14 in Numbers
Spending and Payment Considerations
Audit Topics

- Consultant Payments and Sub-recipient Monitoring
- Travel Reimbursements and Visa Fees
- Equipment Purchases
- Procurement Card Purchases
- Computer Purchases
- Cost Transfers
- Overdrafts
Timeliness of Expenditures

General accounting rule: post expenses within 90 days of its occurrence

• Timeliness becoming very important part of managing sponsored awards
• Federal agencies giving us less time to closeout
• Important to create a spending plan, review it quarterly and reconcile to avoid a loss of funding
What is a Consultant?

- Person cannot be classified as employee or subcontractor
- A work plan must be in place before any work is completed
- Work must directly benefit the grant
- US residents and non-residents paid differently
Consultants: Work Plan

• Define the work scope, deliverables and payment terms before work begins*

• Payment terms
  – Flat fee for deliverable
  – Hourly rate and expected hours needed for completion of work
  – If the project is long, a monthly deliverable schedule should be worked out so that payment doesn’t exceed 90 days from the start of work for that period
  – Pay always based on receipt of timely, itemized invoice

* Note: May be asked for this work plan during an audit
Consultants: Speaker Fees

• Normally not allowable on sponsored projects
• Possible exceptions:
  - Presentation must relate to sponsored project and only individuals involved in project should attend
  - Specifically included in the approved budget
    - Conference Grants
    - Training Grants
Consultants: Payment

• Determine if the payment will be made through HR or through Accounts Payable.

• Assuming the consultant is US Resident (A/P):
  – If consultant does not have NU vendor code…department must complete an Independent Contract Questionnaire (ICQ) and submit it to HR for review and approval before a vendor code can be issued.
  – Department completes a Contracted Services Form (CSF requires vendor code) and consultant signs: must be after completion of the represented service period.
  – Department creates an online voucher, enters online voucher number on Contracted Services Form, uploads CSF and an invoice from the consultant into voucher in NuFinancials, and submits to ASRSP for review and approval.

• Remember missing information will delay payment
Contracted Services Approvals

Once form is completed and back up has been provided submit the form to ASRSP.

ASRSP will do the following.

1. Review and Audit the form and documentation
2. Submit the form to OSR for their review and approval of fundamental compliance
3. Form is returned to ASRSP we approve the Online Voucher

Account Payable will review and approve the voucher and payment will be made
Interactive Activity

Please work with a partner.

You have 5 minutes to come up with your list of errors. We will discuss the results as a group afterwards.
Contracted Services Form for U.S. Residents

Requester: Melody Defense

Department: ASRSP

Voucher #: 05555-51

Payee ID: 000055555

Dept Code: ASR

Request Date: 2/28/2012

Check Handling:

Mail

Mail with Enclosure

Hold for Pick Up

Deposit

Cheque Handling:

Mail

Mail with Enclosure

Hold for Pick Up

Deposit

Address Line 1: 555 Victory Lake
Rate of Pay or Hourly Rate: $50/hour
Address Line 2: 555-1
City: State: Zip: Evanston, IL 60208

Contractor Information

Name: Joe Contractor
Period of Service: From 1/1/2012 To 1/31/2012
Address Line 1: 500 Military Lane
Address Line 2: 500-1
City: State: Zip: Evanston, IL 60208

Contractor Information (for sponsored project, also describe the benefit to the award)

10 hours of education outreach activities conducted for NURULES center in Jan. 2012. This includes the preparation and distribution of NURULES quarterly newsletter as required by the award terms of the Dept. of Education award.

Contractor’s Acknowledgement

I understand that payment will not be issued until performance and completion of the contracted services, and that the date of payment cannot be prior to the work completion date. I understand that agreed upon expenses will not be reimbursed unless I complete a Visitor Expense Report and attach original receipts.

I certify that I have not been paid as an employee of Northwestern within the last twelve months. I understand that this payment does not include any employment benefits or tax deductions and that the payment of these is my responsibility.

Contractor Signature:

Date: 2/28/2012

University Payment Request

Services start date: 1/1/2012
Services completion date: 1/31/2012

Expense Item

<table>
<thead>
<tr>
<th>Services</th>
<th>Fund</th>
<th>Dept</th>
<th>Project</th>
<th>Act</th>
<th>Program</th>
<th>CF1</th>
<th>Acct</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>610</td>
<td>9555</td>
<td>555555</td>
<td>01</td>
<td>75010</td>
<td></td>
<td></td>
<td>$500.00</td>
</tr>
</tbody>
</table>

Reimbursable Expenses

| Reimbursable Expenses | 75010 |

Total Payment: $500.00

University Approvals

I approve the payment for services and expenses noted above. The cost was incurred in conformance with the current HR policy on Independent Contractors and Consultants on the Northwestern website. If charged to a Sponsored Project account, it is understood that these expenditures are subject to review and audit and if found to be unallowable, they will be transferred to a non-sponsored departmental account. The payment requested includes only the expenses associated with the contracted services, is not in payment of honorarium or for subsistence, and is not in violation of immigration restrictions. Affirmative Action requirements, payment of fringe benefits, statutory taxes, fees, insurance premiums or any other applicable statutory employment regulation.

Approval

Name (print): P. I. Smith
Signature: 2/21/2012

Principal Investigator or Hiring Representative

School or Center

ASRSP- Spending & Payment
# Invoice from Services

**Joe Contractor**

555 Malberry Lane, Apt. 1  
Evanston, IL 60208  
Phone 847-555-1212  
Fax 847-555-1200  
jocontractor@email.com

**To:** NURULIES Center  
Northwestern University  
2145 Sheridan Road, W-111  
Evanston, IL 60208  
847-467-6555

---

<table>
<thead>
<tr>
<th>DATE OF SERVICE</th>
<th>JOB</th>
<th>PAYMENT TERMS</th>
<th>DUE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/1/2012 - 1/31/2012</td>
<td>NURULIES46B</td>
<td>30 days</td>
<td>3/31/2012</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QTY</th>
<th>DESCRIPTION</th>
<th>UNIT PRICE</th>
<th>LINE TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 hours</td>
<td>Editing, formatting &amp; creating winter quarter newsletter for NURULIES center</td>
<td>$50(hour)</td>
<td>$450.00</td>
</tr>
<tr>
<td>1 hour</td>
<td>E-mail and UPS distribution of winter quarter newsletter for NURULIES center</td>
<td>$50(hour)</td>
<td>$50.00</td>
</tr>
</tbody>
</table>

**SUBTOTAL** $500.00  
**SALES TAX** $0.00  
**TOTAL** $500.00
Subcontracts Overview

1. PI/institution gets awarded grant or contract from sponsor.
2. A portion of the project cannot be completed at NU.
3. Subcontract is written to a PI at outside institution or company to complete portion of the project.
4. The sponsor requirements and terms & conditions must be passed down with the subcontract.
5. The subcontract generally has a budget for salary, fringe, supplies, etc.
Sub-recipient Monitoring

- PI collects and monitors the technical performance of subcontractor

- Subcontractor should submit invoice to ASRSP regularly
  - Final invoice must be received on time

- PI must review invoices to insure that charges reflect the work being done

- ASRSP reviews A-133 reports for sub-recipient institution
Subcontract Payment Process

Department creates Requisition in People Soft + Receiver Required (Y)

ASRSP receives and forwards invoices to the Department

Invoices are certified by PI that costs charged are acceptable and work has been performed

Invoice returned to ASRSP from Department for processing with Accounts Payable

Department approves receiver required field in People Soft

AP sends check to ASRSP

ASRSP reviews and then mails check to vendor along with a copy of the invoice
Travel Allowability

- Travel must directly benefit the grant
- Professional development and networking expenses are not allowed on grants
- Costs must be within NU and sponsor guidelines
- Travel must be allowed by the sponsor
- Travel must be approved in advance
General Travel Regulations

• Travel must be completed within award budget period
• Working lunches and local meals are not allowable
• Reimbursement can only be made upon completion of travel
• $65 limit per person on meals, including tax and tip
• Alcohol is not allowable
• Original Itemized receipts required unless per diem option is selected prior to travel
• Travelers will be reimbursed for reasonable and actual costs of lodging
• Penalties, fees, and upgrades are generally not allowable
Visa Fees

• Fees for visas are allowable when foreign travel is authorized as part of the budget, and a visa is necessary for travel

• NIH allows visa fees for employees only for recruitment purposes. Renewal applications are not allowable

• NSF does not allow visa fees for employees

• For other federal agencies, the determination of allowability is still pending
Fly America Act & Exceptions

Federal law prohibits use of a foreign air carrier when travel is paid for by federal funds, with limited exceptions

• US carrier does not service the route
• Excessive delays or layovers to use US carrier
• Medical necessity with sponsor pre-approval
• Use of foreign carrier puts travel at risk
• The grant is not funded by the Dept. of Defense and an Open Skies agreement exists
Open Skies Agreements

- US air carriers are the easiest option for foreign travel
- The Dept. of Defense does not allow an Open Skies exception to the Fly America Act
- Air carriers from European Union member states is allowable non-DOD federal grants
- Travel on an Australian, Japanese or Swiss air carrier may be allowable
- University preferred travel vendors are there to help
Equipment

**Capital Equipment**: $5,000+ and useful life 1+ years

- OMB Circular A-110 describes equipment use, title, inventory and disposal requirements
- Purchase within final 3 months of grant is audit red flag
- ASRSP reviews and approves equipment expenditures
- Government titled property is managed by ASRSP
Procurement Cards

A tool to streamline low value purchasing transactions. The card does not avoid or bypass appropriate procurement or payment procedures. The card is not used for travel and entertainment purposes.

- Include a detailed description of the item being purchased
- Be sure to keep all backup documentation, such as the pcard log and receipts, for audit purposes
- ASRSP reviews all charges at the end of a grant, including pcard charges, for unallowable items
Computer Purchases

• Must be necessary for and provide benefit to the project
• Only allowable in unlike circumstances
• Must be directly allocable to the project
• Must be reasonable
• Currently in a transition year
  • Stay tuned for OMB Circular updates on this topic
Cost Transfers

Support for cost transfers includes:

- Description of the expense item
- Explanation of how the expense benefits the grant
- If it is travel, who traveled, to where, for what and the date of the travel
- Detail why or how the expense was charged incorrectly
- No need to say “moving from project A to project B”
- **Timeliness** very important!
Overdrafts

Overdrafts are an uncollectable cost

Department is responsible for funding these costs

Transferring overdrafts to another sponsored project is not allowable

Overdrafts typically cannot be transferred to continuation award

ASRSP will charge department or center chartstring if overdraft is not resolved
Administrative Systems Training

Training Curriculum

<table>
<thead>
<tr>
<th>Approvers</th>
<th>Accounting</th>
<th>Revenue</th>
<th>Budgeting</th>
<th>Payments</th>
<th>Purchasing</th>
<th>Grants</th>
<th>Reporting</th>
<th>Facilities</th>
</tr>
</thead>
</table>

Grants
- Sponsored Research Overview
  - FMSS02 InfoEd Proposal Development
  - FMSS03 InfoEd Approvals
- FMSS05 Managing Sponsored Projects

Before Class
1. The Grant Chart String
2. Grants Training Plan
3. Overview
4. Reference

Course Session
Register: FMSS05 Managing Sponsored Projects - Classroom

After Class
1. InfoEd Proposal Tracking
2. 20m Demonstration

Library
General
1. Managing Sponsored Projects
2. Award Management Quick Reference Guide
3. Sponsored Research Checklist
4. Reading the GM042 Report
5. Reading GM045
6. Reading the GLO08
7. Reading GLO08

http://ffra.northwestern.edu/training/curriculum.html
What is Award Closeout?

A collaborative effort to coordinate the completion of a project to meet all requirements and deliverables established as a condition of the award.
Closeout

• Begins 90 days before a grant end

• A time to settle all expenses that belong on the grant and to send final reports due

• Reconciliation throughout the sponsored project period assists with a smooth close out

• Department should strive to post all expenses on a grant by the end date to avoid loss of funding
Closeout Timeline

Closeout e-mail
PI and RADM will receive a closeout email and talk about closeout plans

Prespending?
Dept requests prespend chartstring for competing continuations

Effort Check
30 days before effort reviewed. Respond to emails that require corrections-ASAP

Award End Date
Grant has ended. No new expenses should post.

Finalize Expenses
Dept follows up on unposted expenses, and communicates status to ASRSP

FFR DUE
ASRSP reviews expense for allowability and will submit before deadline and close chartstring

-90 to -60 days before

No Cost Extension?
Dept either requests a NCE or begins final spending plan

-30 days before

Review Expense & Encumbrances
Dept insures encumbrances are valid, reviews expenses to insure they are allowed, and initiates final PO’s or corrections

Internal Services Stop
Dept should inform lab staff & internal service centers to stop using chartstring

Final Progress Reports
PI prepares and submits. Dept should keep a copy in file ready for auditors’ request

30 days after

Final Invention Statement
PI should Submit through OSR

Final Effort Reports
PI & Dept certifies final effort reports.

60 days after

Carryover Request
PI submits carryover request to OSR if terms require approval

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~ 90 days before grant ends, ASRSP sends a closeout notice.

Department contacts recharge center and lab staff of changes.

ASRSP GCFA contacts department about report. Includes an approved payroll journal on FFR.

A Recharge center expense posts for period after the grant ends. Somehow they didn’t get the message.

ASRSP sends an FCTR based on NUFIN information. Payroll is not showing up in NUFin but recharge cost is.

In the past, ASRSP would report corrected expenditures on future reports sent. **Now a Grant is closed by Payment Management after 90 days.** Award is reduced to lowest number reported.

90 days before

Grant ends

90 days after

Department discovers missing payroll, and old unpaid encumbrances

Department gets award ready except payroll journal over 90 days old (paper) being processed and moving through approval channels.

ASRSP processes the *weekly* LOC P subaccount draw within NUFin. **Payroll is not showing up in NUFin.**

Payroll journal posts in NUFIN after NIH closes grant. Department will have to cover payroll and other unallowable items on dept. chart string.
Transfer or Relinquishment

- Complete OSR-4 form 90 days prior to transfer or close
- Arrangements made for project personnel
- Work with INVO regarding any intellectual property
- Work with Accounting Services for equipment transfers
- Inform ASRSP to prepare financial report and close chartstring
- Follow standard closeout procedures
Federal Government Changes to Closeout

- Uniform Guidance requires reports due 90 days from the end date
- Federal Agencies are now enforcing those rules
  - Ex: Most Federal agencies will have a strict 90 day closeout window
  - NIH and NSF are the exceptions they are granting 120 days but no extension can be asked
- If ASRSP is unable to draw funds and submit the final report departments will be responsible for uncollected funds
- All expenses must be posted in NU Financials within 60 days of the end date to ensure payment
- Final subcontract invoices need special care when closing out
Questions?
Day 3 is Complete!

Thank you for attending day 3 of the Research Administration Training Seminar!

I will be emailing a brief survey regarding day 3 of this training. Please take a few minutes to fill it out as we are always looking for suggestions for improvement!

The next session is on Thursday, 1/28 at 1:00 p.m. in FSM McGaw, Daniel Hale Williams Auditorium. If you have any questions or concerns, please do not hesitate to contact me.