Departmental Administration

Kirsten Yehl
Administrative Director, Institute for Public Health and Medicine

Acknowledgements to
Diane Meyer
Iowa State
Nathan Youngblood
Northwestern University
## Agenda

<table>
<thead>
<tr>
<th>Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>9:00 – 9:10</td>
</tr>
<tr>
<td>Role of the DRA</td>
<td></td>
</tr>
<tr>
<td>Pre-Award</td>
<td>9:10 – 9:30</td>
</tr>
<tr>
<td>Case Study</td>
<td>9:30 - 9:45</td>
</tr>
<tr>
<td>Post Award</td>
<td>9:45 – 10:15</td>
</tr>
<tr>
<td>Case Study</td>
<td>10:15-10:30</td>
</tr>
<tr>
<td>Questions and Discussion</td>
<td>10:30 – 11:00</td>
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A Departmental Research Administrator....

- Oversees and coordinates all aspects of sponsored project administration at the departmental level in support of a researcher
- Serves as a liaison between central offices, faculty and staff
- Educates while striving to ensure compliance with regulations and policies
Where?

**Traditional Academic Departments** – A faculty member’s academic home

**Institutes and Centers** - A highly valued venue for faculty to come together to solve a common goal and focus university-level attention on specific interdisciplinary priorities.
Traditional Academic Department

The primary home for a faculty member

Departmental homes provide an administrative infrastructure to support a faculty member’s varied needs
Institutes and Centers

Typically represent clusters of faculty with a common research interest. Create the environment where faculty work across traditional departmental and college lines to develop innovative contributions to science.

Center - a unit that ordinarily has a focused mission and a clearly defined objective.

Institute - a unit that ordinarily is larger, has a broader mission and a more complex interdisciplinary focus than a center.
Partnership:
Central Administration and Departments

Central Administration: Sets Policy

Department and Institute Administration:

Facilitates change and implement new processes and procedure. Departments deliver value through behavioral change, the “human factor”
Impact

Economic
Social
Political
Quality of Life
Introduction - IPHAM

Institute for Public Health and Medicine (IPHAM)

Center for Engineering and Health

Center for Community Health

Center for Healthcare Studies

Center for Global Health

Center for Translational Metabolism

Buehler Center on Aging, Health & Society

Center for Education in Health Sciences

Department of Preventive Medicine

Center for Population Health Sciences

Center for Behavior and Health

Center for Patient-Centered Outcomes

Department of Medical Social Sciences
null
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>RFA</td>
<td>Request for Application</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposal</td>
</tr>
<tr>
<td>RFI</td>
<td>Request for Information</td>
</tr>
<tr>
<td>RFQ</td>
<td>Request for Quote</td>
</tr>
<tr>
<td>LOI</td>
<td>Letter of Intent</td>
</tr>
<tr>
<td>PA</td>
<td>Program Announcement</td>
</tr>
<tr>
<td>BAA</td>
<td>Broad Agency Announcement</td>
</tr>
<tr>
<td></td>
<td>Concept Paper</td>
</tr>
<tr>
<td></td>
<td>White Paper</td>
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</table>
Proposal Planning

1. Read the Solicitation/FOA
2. Meet with PI
3. Develop Budget
4. Document Collection and Review
5. Review and Submission
Reading the Solicitation

Important items to note in a solicitation include:

• Deadlines
• Submission method
• Restrictions
• Requirements
• Eligibility
• Contact information for the sponsor
Reading the Solicitation

Be aware of certain terms that may require special consideration:
- Export Controls
- Conflict of Interest
- Intellectual Property
- Publication Restrictions
Meeting with PI

Go Over the Solicitation (review & highlight responsibilities and deadlines)

Develop a Draft Budget (concept)

Set a timeline for document finalization, review and submission
Budget Considerations

Cost Categories
• Personnel
• Other Significant Contributors
• Equipment: Capital or Non-Capital
• Supplies
• Travel
• Consortium
• Other Direct Costs
• F & A Costs
• Cost Sharing
Budgeting Details

Know the rules
Salary or Stipend
Travel: Domestic or Foreign
Materials and Supplies or Equipment
Subagreement or Service Agreement
Direct or Indirect
Allowable?
Allocable?
Reasonable?
Consistent?
Direct or Indirect Costs

Proposal Preparation
Administrative or Clerical
Office Supplies
Telephone
Photocopier
Memberships
Lab supplies
Budget Realities

Is this budget the financial representation of the statement of work?

What will it take to complete this project?

Is this the full cost impact?

Is every dollar utilized to the PI’s and Institution’s best advantage?
Budget Justification

Value that cost brings to the project
Line-for-line match to the budget
Successful language from previous award
Poor Planning

- Loss of direct cost funding
- Loss of F&A recovery
- Sponsor approval
- Disallowances
Elements of an NIH Proposal

Who  Biosketch  Subrecipient
What  Specific Aims
Where  Resources and facilities
Why  Abstract
How  Research Strategy & Budget  Resource Sharing
Submission

Application package
- Paper?
- Electronic?
  - Email
  - Grants.gov
  - FastLane
  - Other

Who is authorized to submit it?
Post-Submission

Supplemental data

Just-In-Time

  Regulatory approvals

Conflict of Interest management plan

Revised budget
Preaward Spending

Risks
• Unallowable
• Unfunded proposals lead to costs covered by unrestricted funds

Rewards
• Fewer cost transfers
• Ease in recruitment, hiring and assignment of labor
• Acquisition of supplies
• Allocation of costs appropriately
Award Review

- Sponsor(s) and Fund
- Project Start/End Dates
- Total Amount Issued
- F&A Rate and Base
- Budgetary Accounts Match Budget
- Special Unallowable Expenses
- Restricted Funds
- Cost-Sharing
- Participant Support Costs
- Subawards and Subprojects
- Reporting requirements
Case Study

Kirsten Filling In
Award Budget

- Proposal Budget
- Place orders
- Encumber costs
- Communicate, Communicate, Communicate
- Expect the unexpected

<table>
<thead>
<tr>
<th></th>
<th>Proposal</th>
<th>Award</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>95000</td>
<td>90000</td>
<td>Reduce technician time</td>
</tr>
<tr>
<td>Consultants</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>0</td>
<td>10000</td>
<td>Purchase microscope</td>
</tr>
<tr>
<td>Travel</td>
<td>5000</td>
<td>5000</td>
<td>Don’t reduce travel-required for project</td>
</tr>
<tr>
<td>Supplies</td>
<td>25000</td>
<td>23750</td>
<td>Fewer supplies with upgraded microscope</td>
</tr>
<tr>
<td>Other Direct Costs</td>
<td>25000</td>
<td>25000</td>
<td></td>
</tr>
<tr>
<td>DC Total</td>
<td>150000</td>
<td>153750</td>
<td></td>
</tr>
<tr>
<td>IDC</td>
<td>90000</td>
<td>86250</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>240000</td>
<td>240000</td>
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## Budget Review, Reconciliation and Projections

<table>
<thead>
<tr>
<th></th>
<th>Award</th>
<th>Quarterly Report</th>
<th>Balance</th>
<th>% Spent</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>90000</td>
<td>22500</td>
<td>67500</td>
<td>25%</td>
<td>Right on target</td>
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<tr>
<td>Consultants</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>100%</td>
<td></td>
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<tr>
<td>Equipment</td>
<td>10000</td>
<td>10000</td>
<td>0</td>
<td>100%</td>
<td>No more equipment to be purchased</td>
</tr>
<tr>
<td>Travel</td>
<td>5000</td>
<td>6000</td>
<td>-1000</td>
<td>120%</td>
<td>Need to adjust the spending to cover the deficit</td>
</tr>
<tr>
<td>Supplies</td>
<td>23750</td>
<td>8000</td>
<td>15750</td>
<td>33%</td>
<td>Spending accelerated due to program start, will slow down soon</td>
</tr>
<tr>
<td>Other Direct Costs</td>
<td>25000</td>
<td>5000</td>
<td>20000</td>
<td>20%</td>
<td>Animal experiments just got started – keep an eye on the per diems</td>
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<tr>
<td>DC Total</td>
<td>153750</td>
<td>51500</td>
<td>102250</td>
<td>33%</td>
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<tr>
<td>IDC</td>
<td>86250</td>
<td>24900</td>
<td>61350</td>
<td>28%</td>
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<tr>
<td>Total</td>
<td>240000</td>
<td>76400</td>
<td>163360</td>
<td>31%</td>
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# Reconciliation

<table>
<thead>
<tr>
<th>Period</th>
<th>Type</th>
<th>Vendor</th>
<th>Reference</th>
<th>Description</th>
<th>Commitment</th>
<th>Paid</th>
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<tbody>
<tr>
<td>June</td>
<td>Equipment</td>
<td>Medical Microscopes Company</td>
<td>P.O. 123456</td>
<td>Medical Microscope</td>
<td>10000</td>
<td>0</td>
</tr>
<tr>
<td>July</td>
<td>Equipment</td>
<td>Medical Microscopes Company</td>
<td>Invoice 987654</td>
<td>Medical Microscope</td>
<td>0</td>
<td>10000</td>
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<tr>
<td>June</td>
<td>Travel</td>
<td>United Airlines</td>
<td>Travel No. 123456</td>
<td>HNL to Amsterdam June 15</td>
<td>0</td>
<td>1200</td>
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<tr>
<td>June</td>
<td>Travel</td>
<td>Amsterdam Hotel</td>
<td>P-Card Ref 123456</td>
<td>Hotel from Jun 15 – 19 for Dr. Alhc</td>
<td>0</td>
<td>2000</td>
</tr>
<tr>
<td>June</td>
<td>Travel</td>
<td>Medical Conferences of Amsterdam</td>
<td>P-Card Ref 123457</td>
<td>Registration for Dr. Alhc for Conference June 15-19</td>
<td>0</td>
<td>1000</td>
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<tr>
<td>June</td>
<td>Travel</td>
<td>Greta's Girls</td>
<td>P-Card Ref 123458</td>
<td>Entertainment on June 21</td>
<td>0</td>
<td>1000</td>
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<tr>
<td>June</td>
<td>Travel</td>
<td>United Airlines</td>
<td>Travel No. 123456</td>
<td>Amsterdam to JFK June 19</td>
<td>0</td>
<td>1000</td>
</tr>
<tr>
<td>June</td>
<td>Travel</td>
<td>Plaza Hotel</td>
<td>P-Card Ref 123459</td>
<td>Hotel from June 19-20</td>
<td>0</td>
<td>800</td>
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Projections

- Use the past to predict the future
- Predict overruns or extension needs
- Accommodate timely adjustments
- Reduce cost transfers
- Facilitate communications
- Roll up to lab or PI centered projection

<table>
<thead>
<tr>
<th>Account 123456</th>
<th>Proposal Title</th>
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<tbody>
<tr>
<td>Expenditure Categories</td>
<td>4/1/10 - 3/31/11</td>
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<tr>
<td>TOTAL Balance</td>
<td>142706</td>
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<tr>
<td>Professorial Salaries</td>
<td>850</td>
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<tr>
<td>Other Faculty Salaries</td>
<td>0</td>
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<tr>
<td>Postdoc</td>
<td>2292</td>
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<tr>
<td>Technician</td>
<td>3125</td>
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<tr>
<td>Benefits</td>
<td>1943</td>
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<tr>
<td>Travel</td>
<td>0</td>
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<tr>
<td>Animal Per Diem</td>
<td>500</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>580</td>
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<tr>
<td>Total Direct Costs</td>
<td>9289</td>
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<tr>
<td>Estimated Indirect Costs (IDC)</td>
<td>5574</td>
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<tr>
<td>Estimated Total Monthly Costs</td>
<td>14863</td>
</tr>
<tr>
<td>Est Total Monthly Balances</td>
<td>127843</td>
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</tbody>
</table>
Projections

Build the projections based on existing data
Carefully consider spending pattern by expenditure type
Review the results with the Investigator
Make adjustments
Re-run every 30/60/90/120 days
Other Critical Issues

- Subrecipient monitoring
- Invoicing
- Effort
- Allocations
- Cost transfers
- Documentation
- No Cost Extensions

- Rebudget Requests
- Approvals
- Reporting
- Closeout
- Record Retention
Subrecipient Monitoring

- Invoicing
- Effort
- Documentation
- No Cost Extensions
- Rebudget Requests

- Reporting
- Closeout
- Record Retention
Invoicing

- Frequency - required by the award
- Timely
- Documentation
Effort

- Funded by the project?
- Cost shared (mandatory or voluntary)
- Variance – when do you need to contact the sponsor?
  - General Terms and Conditions usually specify >3 months or 25%
- Certified – what happens if there is a cost transfer later?
Allocation

- Project A
- Unrestricted
- Project B
- Departmental
- Project C
Cost Transfers

Moving a cost from one sponsored account to another
Cost Transfers – What’s the problem?

A cost originally placed on an account is certified for allowability, allocability, and benefit to the project.

A cost transfer invalidates that original certification.
Problematic Cost Transfers

Federal to federal (especially to clear a deficit)
Older than 90 days
Near project termination
Salary
Same cost, more than once
Cost Transfer Justification

Appropriate example:

The project benefits from this action…
because__________________
supports the goals of the work by ________. 

Troublesome example:

This action is needed because…
- There are funds in this account
- The PI said to do it
- The real project is overspent
- The real project has ended
- There was an error
Documentation

Write it down so you can move on and forget it!
No Cost Extensions (NCE)

Justification
How much time?
Who can approve?
Timeline for submission: Any requests for a no-cost extension should be addressed to and received by the Administrative Contact not less than thirty days prior to the desired effective date of the requested change.
Rebudget Requests

Justification
Change in SOW?
Change in Effort?
Change in F&A?
Who can approve?
Timeline
Approvals

Prior means before

Program officials do not have approval authority

Even though included in the original proposal … if the terms require prior approval, you must get prior approval.
Reporting

Reporting requirements

- Read the guidelines
- Read the award
- Plan for deadlines
- Keep good records
- Communicate with the PI
- Submit on time in required format
Closeout

• Planning begins at award
• Timeliness is key
• Monitor, reconcile, communicate
• Utilize projections
• Deliverables met
• Record retention and storage
Record Retention

Sponsor requirement – general guidelines plus Award T&C

Institutional requirement, may include State laws for public universities

It’s important to keep them long enough to respond to an audit, but not longer than required (audit risk).
Audit

Avoiding an audit finding
• Understand before you submit
• Thorough, fact based proposal
• Policies, procedures and systems
• Read and revisit award requirements
• Communicate, communicate, communicate
• Timely reconciliation
Audit

Avoiding an audit finding

- Know your contacts
- Get answers before acting
- Attend training
- DOCUMENT, DOCUMENT, DOCUMENT
- Stay organized
- Respond fully and timely during every opportunity during an audit and resolution
Audit

Auditor’s criteria

- Institutional policy and procedures
- Award
- Terms and Conditions
- Proposal
- Assurances
- Federal Regulations
- Laws and Program Guidance
- Prudent Business Person
Audit

What to expect from an auditor

• Determination if institutional policies provide adequate internal control
  - Effective, efficient operations
  - Reliable financial reporting
  - Compliance with laws/regulations

• Test controls
  - Policies followed
  - Procedures adequate

• Transactional testing
Audit

Areas of Audit Scrutiny

- Cost transfers
- Cost sharing
- Effort
- Timeliness of reporting
- Conflict of Interest
- Subrecipient monitoring
Worse Case Scenario

FALSE CLAIMS ACT
Under the U.S. False
Claims Act, Persons working
with federal funds are
Prohibited from “knowingly
presenting, or causing to be
presented, to an officer or
employee of the U.S.
government or a member of
the Armed Forces of the U.S.
a false or fraudulent claim for
payment or approval. (VII.J.)
Audit

Implications of Audit Findings

• Increased scrutiny
• Loss of expanded authorities
• Loss of credibility
• Loss of research funding
Questions & Answers