Budget Basics
Developing Budgets for a Successful Proposal

Sponsored Programs Workshop
February 19, 2015
Overview

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- Major Budget Components
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- Facilities and Administrative Costs
- Budget Narrative and Budget Justification
Sponsored Program Administration
Proposal Submission (pre-award) and Project Management (post-award)

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- Project Closeout: Final Report, etc.
- Internal Clearance
- Proposal Submission & Sponsor Review
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- Pre-Award Processes
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- Project Monitoring
- Spending Money
- Establish New Project Account
- Award Negotiation & Acceptance
- Project Completion
- Post-Award Processes
- Competing Continuation
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Introduction – What is a Budget?

The budget is an essential building block of a winning proposal.

A typical grant proposal includes:

- project narrative
- budget
- proposal forms

All of these require equal consideration in their preparation.
What is a Budget?

The Budget:

- Serves as a tool for planning your project. It identifies the needs, costs, and sources of funding.

- Helps you consider the financial needs to carry out a project and helps to solidify your project plan.

- Acts as a numerical description of your narrative, therefore requested funds must relate to project needs.

Note: Proposal reviewers place significant emphasis on budgets.
Initial Considerations

- Is the funding source you are submitting your proposal to the best fit for your project?
  - What types of support will they or will they not provide?
  - What is a realistic award range?

- Engage all appropriate individuals in the development and approval of the budget.
  - Start with your sponsored programs manager at the Research Foundation, who will guide you throughout the budget process.
  - Ensure that your academic units are in agreement.
Other Things to Consider – Striking the Right Balance

- Be cost effective, but realistic. You don’t want to excessively over budget. Experienced reviewers can tell when a budget is “padded” and this is not favorably reviewed.

- Make sure you have sufficient funds to do the work, as experienced reviewers can also tell when a budget is insufficient to carry out a project.

- Contrary to popular belief, a modest but insufficient budget request does not make your project any more competitive, but rather, it suggests that the proposal was not well planned.

- Demonstrate institutional commitment only if required (cost share proposed only when required by sponsor).
Looking Ahead

- Anticipate other costs that might be incurred, such as specialized space, facilities modifications, specialized library resources, animals and animal care costs.

- Anticipate increases in costs over the life of the project. Most budgets are created 6 months to a year before they will be used, so you need to anticipate cost increases.
Major Components of the Budget

The federal government provides definitions of allowable and unallowable direct costs in Office of Management and Budget (OMB) Uniform Guidance Subpart E—Cost Principles.


http://www.ecfr.gov/cgi-bin/text-idx?SID=0989b082b2815fb87fd57946590fb05d&node=sp2.1.200.e&rgn=div6
Major Components of the Budget

Expenditures must be **allowable** in accordance with all relevant guidelines.

Expenditures must be **allocable** as a direct expense and have a direct benefit to a particular project.

Expenditures must be **reasonable** – a prudent person would find the expenditure to be reasonable.
What Does a Typical Budget Look Like?

- We use the format requested by the funding agency. Some funding agencies require a detailed budget, some do not.

- Regardless, you will work with your sponsored programs manager to prepare a detailed line-item budget for internal purposes. The Research Foundation uses a standard spreadsheet format for this purpose.
Major Components of the Budget

There are two major components of a budget:

Direct Costs
- These are allowable costs that can be directly identified with a specific project and that can be identified with the project’s activities easily and accurately.
- For example, the specialized materials and supplies you will use are easy to identify compared to the amount of electricity you may use while working on your project.

Facilities and Administrative Costs (F&A)
- Often referred to as “indirect costs” or “overhead.”
- Institutional costs that cannot be allocated to one project. They include all those things essential to support a sponsored activity, but that cannot be broken down and directly charged to a specific grant or contract. Examples are electricity usage, insurance, legal costs, campus library use, purchasing, university security, building use and maintenance, payroll, and administration.
Direct Costs

- Personnel (*faculty and staff salary*)
- Fringe Benefits (full and part time)
  
  **Note:** *fringe benefits are not part of F&A*

- Participant Costs
- Equipment ($5,000 or more)
- Travel
- Materials and Supplies
- Consultants
- Subcontracts
- Other Costs (costs of publication, maintenance fees, etc.)
Personnel

May include:

- **Faculty** (overload, release time, summer/intersession.)

- **Research assistants and associates** (full or part time.)

- **Graduate and/or undergraduate students** (20 hrs/wk max during AY, full or part time during summer.)

- **Administrative assistance** (full or part time, specific to project only and not for your typical research project. Rarely funded.)

- **Evaluators, programmers, technical experts** (typically considered consultants, but in some cases, such as when employed by SJSU or the Research Foundation, would be considered benefited personnel.)
Personnel

First you will need to specify who will work on the project by title, and the amount of time each person will be needed on the project.

For example:

Joe Smith, Principal Investigator
20% Overload, AY 15/16
20% Release Time, AY 15/16
1 Month Summer, 2015
Personnel Pay Categories*


**Release Time:** Time the campus has released an employee from normal work duties to work on other activities, such as a sponsored project.

- Payroll is handled by SJSU as normal, and the Research Foundation reimburses SJSU.

**Summer:** Time the faculty member will work during the summer. Pay is based on regular salary and calculated on a daily rate.

- Payroll is handled by the Research Foundation.

**Regular Time:** Time based on a 12-month calendar year and paid through SJSURF. May be full-time or part-time. This category represents persons who are not employed by SJSU or who are employed part-time and who are employed by SJSURF for the project.

- Payroll is handled by the Research Foundation.

*Note: The salary calculation in a proposal budget depends on a number of variables, such as potential merit increases. At the time of proposal we forecast what the salaries will be at the time the project occurs, which could be months or even years later.*
## How Personnel Appears in a Budget

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PI, Joe Smith</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Year (AY) 20% Release Time</td>
<td>16068</td>
<td>16550</td>
<td>32618</td>
</tr>
<tr>
<td>Summer, 21 days (one month summer)</td>
<td>9924</td>
<td>10222</td>
<td>20146</td>
</tr>
<tr>
<td><strong>Subtotal Joe Smith</strong></td>
<td>25992</td>
<td>26772</td>
<td>52764</td>
</tr>
<tr>
<td>Co-PI, Star Jones</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Year (AY) 20% Release Time</td>
<td>18540</td>
<td>19096</td>
<td>37636</td>
</tr>
<tr>
<td>Summer, 21 days (one month summer)</td>
<td>11451</td>
<td>11795</td>
<td>20146</td>
</tr>
<tr>
<td><strong>Subtotal Star Jones</strong></td>
<td>29991</td>
<td>30891</td>
<td>60882</td>
</tr>
<tr>
<td><strong>Subtotal Personnel</strong></td>
<td>55984</td>
<td>57663</td>
<td>113647</td>
</tr>
</tbody>
</table>
Employee Fringe Benefits

- For each dollar paid as salary or wages to an employee, the University or the Research Foundation also incurs associated costs for fringe benefits (FICA, worker’s compensation, unemployment compensation, retirement, and health insurance).

- Whether an employee is full or part-time, fringe benefit costs are mandatory by law and must be covered by the project budget.

- Fringe benefit rates change every fiscal year (beginning each July 1). Rate changes are directly tied to changes in health care costs, worker’s compensation, FICA, etc. The fringe benefit rates charged by SJSU (in the case of release time) or the Research Foundation are determined by the State of California and/or the Federal Department of Health and Human Services.

- For budget years that go beyond the current fiscal year, we estimate what future fringe benefit rates will be, and apply those rates to the budget.
## Employee Fringe Benefits

Rates differ depending on the type of salary and wages.

- Current Rates are effective 7/1/14-6/30/15.
- Forecast rates are effective 7/1/15 and beyond.

<table>
<thead>
<tr>
<th></th>
<th>CURRENT</th>
<th>FORECAST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overload:</td>
<td>10.6 %</td>
<td>Escalate by 1%</td>
</tr>
<tr>
<td>Release Time:</td>
<td>Actual 0 – 100%+</td>
<td></td>
</tr>
<tr>
<td>Summer:</td>
<td>10.6 %</td>
<td>Escalate by 1%</td>
</tr>
<tr>
<td>Regular Time:</td>
<td>44.7 %</td>
<td>Escalate by 1%</td>
</tr>
<tr>
<td>Student:</td>
<td>10.6 %*</td>
<td>Escalate by 1%</td>
</tr>
</tbody>
</table>

*4.8 % with proof of enrollment (Exempt from FICA)
How Personnel and Employee Fringe Benefits Appear in a Budget

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
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<td>Co-PI, Star Jones</td>
<td></td>
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<td><strong>Subtotal Personnel</strong></td>
<td>55984</td>
<td>57663</td>
<td>113647</td>
</tr>
</tbody>
</table>

Fringe Benefits (Rates effective through 6/30/15, escalation 1% subsequent years)

<table>
<thead>
<tr>
<th>Fringe Benefits</th>
<th>PI, Joe Smith</th>
<th>Co-PI, Star Jones</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>SJSU Release Time Fringe (based on CSU contract)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PI, Joe Smith, 44.85%</td>
<td>7206</td>
<td>7588</td>
<td>14795</td>
</tr>
<tr>
<td>Co-PI, Star Jones, 38.64%</td>
<td>7164</td>
<td>7570</td>
<td>14734</td>
</tr>
<tr>
<td>SJSURF Fringe Rates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer Fringe @ 10.6% (through 6/30/15)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PI, Joe Smith</td>
<td>1052</td>
<td>1094</td>
<td>2146</td>
</tr>
<tr>
<td>Co-PI, Star Jones</td>
<td>1214</td>
<td>1262</td>
<td>2476</td>
</tr>
<tr>
<td><strong>Subtotal Fringe Benefits</strong></td>
<td>16636</td>
<td>17514</td>
<td>34150</td>
</tr>
<tr>
<td><strong>Total Personnel and Fringe</strong></td>
<td>72620</td>
<td>17514</td>
<td>90133</td>
</tr>
</tbody>
</table>
Participant Costs

- **Stipends, Travel, and Other Costs** are paid to **participants** of workshops, conferences, or other educational vehicles.

- In proposal budgets, stipends and salary are two different items.

- Participant costs are for non-service **participation** only. *Those attending the training may receive stipends; those delivering the training are doing “for service” work and would be paid a salary.*

- Not subject to F&A, but may be subject to fringe benefits for Research Foundation employees.
How Participant Costs Appear in a Budget

<table>
<thead>
<tr>
<th>Participant Costs</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stipends for workshop attendees, 10 attendees @ $100 each</td>
<td>1000</td>
<td>1000</td>
<td>2000</td>
</tr>
<tr>
<td>Total Participant Costs</td>
<td>1000</td>
<td>1000</td>
<td>2000</td>
</tr>
</tbody>
</table>
Equipment

- **CAPITAL EQUIPMENT**
  Non-expendable tangible property with an acquisition cost of $5,000 or more and the estimated useful life of one year.

- **SENSITIVE MATERIALS AND SUPPLIES**
  Item(s) with an acquisition cost of less than $5,000, but that is closely monitored, such as electronic or other ‘sensitive’ items. Laptops, digital cameras, computers, printers, etc.

- **OTHER**
  Non-sensitive items with an acquisition cost of less than $5,000 are usually considered materials and supplies.
Equipment

- List each piece of equipment not already available that you need to conduct the project.
- Be as specific as possible in your description, including model numbers, types, size, etc. For major pieces of equipment, a quote is necessary.
- Take into consideration sales tax and shipping charges.
- Take into consideration maintenance fees, if needed.
- Not subject to F&A.
### How Equipment Appears in a Budget

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microscope at $6,000 for Year 1</td>
<td>6000</td>
<td>0</td>
<td>6000</td>
</tr>
<tr>
<td>Total Equipment</td>
<td>6000</td>
<td>0</td>
<td>6000</td>
</tr>
</tbody>
</table>
Travel

- **Conference Travel and Professional Meetings**: Airfare or mileage, hotel and meal costs, registration.

- **Fieldwork**: Vehicle rental, mileage, living expenses.

- **Local Travel**: Mileage, currently .575 cents per mile. (This rate is determined each year by the federal government.)
# How Travel Appears in a Budget

<table>
<thead>
<tr>
<th>Travel</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Domestic</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 x 1500/trip x 2 trips/yr</td>
<td>6000</td>
<td>6000</td>
<td>12000</td>
</tr>
<tr>
<td>Local Research Travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel to SFSU, 100.6 miles roundtrip @ 0.575/mile</td>
<td>136</td>
<td>136</td>
<td>272</td>
</tr>
<tr>
<td><strong>Foreign</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 trip to France plus insurance</td>
<td>5000</td>
<td>0</td>
<td>5000</td>
</tr>
<tr>
<td><strong>Total Travel</strong></td>
<td>11136</td>
<td>6136</td>
<td>17272</td>
</tr>
</tbody>
</table>
Other Direct Costs

Typically those are costs that do not fit into the established budget categories, such as:

- Materials and Supplies
- Publication Costs
- Consulting
- Subawards
- Other Miscellaneous Items
Material and Supplies

Itemize expendable materials and supplies that are needed for the project:

- Lab supplies such as chemicals, glassware, and disposables.
- Questionnaires and test materials.
- Instructional materials.
# How Materials and Supplies Appear in a Budget

<table>
<thead>
<tr>
<th>Materials and Supplies</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumables: vials, calibration compounds</td>
<td>2000</td>
<td>2000</td>
<td>4000</td>
</tr>
<tr>
<td>Workshop-workbooks, pens</td>
<td>250</td>
<td>250</td>
<td>500</td>
</tr>
<tr>
<td>Data-sensitive equipment under $5k, laptop computer</td>
<td>2250</td>
<td>2250</td>
<td>4500</td>
</tr>
<tr>
<td><strong>Total Material and Supplies</strong></td>
<td>4500</td>
<td>4500</td>
<td>9000</td>
</tr>
</tbody>
</table>
## How Other Direct Costs Appear in a Budget

<table>
<thead>
<tr>
<th>Other Direct Costs:</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td>500</td>
<td>500</td>
<td>1000</td>
</tr>
<tr>
<td><strong>Subtotal Other Direct Costs</strong></td>
<td><strong>500</strong></td>
<td><strong>500</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>
Consultants

- Paid consultants may be justified when a project calls for expertise of a well-defined nature for a fixed period of time.

- Some funding agencies limit the amount that can be paid to a consultant.

- When possible, identify consultant by name, indicate number of days of work, and provide a vita in the proposal.
Subcontracts

- If your project involves expenses associated with a partner organization, these expenses should be included as a subcontract in the budget.

- The subcontract cost will be one line item in your budget, and a separate detailed budget must follow.

- A signed contract committing the subcontractor to the proposed work will eventually be needed. This contract is between the Research Foundation and the subcontracting institution (for example, CSU LA or UC Davis.)

- Subcontracts should include fringe benefits and indirect cost calculated at the subcontractor’s negotiated rates (not SJSURF’s). Your project colleagues must work directly with their respective Office of Sponsored Programs to ensure their budget is correctly prepared and authorized.
# How Subcontracts Appear in a Budget

<table>
<thead>
<tr>
<th>Subcontracts</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC Davis - Fieldwork</td>
<td>30000</td>
<td>15000</td>
<td>45000</td>
</tr>
<tr>
<td><strong>Total Subcontracts</strong></td>
<td>30000</td>
<td>15000</td>
<td>45000</td>
</tr>
</tbody>
</table>
Facilities and Administrative Costs (F&A)

The CSU Chancellor’s Office requires of all CSU campuses that F&A costs be included in each proposal budget in order to recover these costs to the maximum extent possible. (Section 3.5.4 of Executive Order EO 890)


At SJSU, a composite F&A rate is applied to each sponsored program.

If the costs are not covered by the sponsored project budget, then SJSU needs to review whether they are able to subsidize the costs.

Facilities and Administrative Costs (F&A)

- SJSU and the Research Foundation together have a federally *Negotiated Cost Rate Agreement* with the Department of Health and Human Services. The F&A rates are determined through a federally managed audit and proposal process.

- A typical scenario of what F&A covers: You arrive at campus to work on your project. You walk into your *office space*, turn on the *lights*, adjust the *thermostat*, do some research on the university owned *computer*, print out two copies of your 25-page report on paper (using the printer ink) so you and a colleague can edit it. You look through your *mail*, sort out a stack of research-related invoices that you put in *campus mail* to SJSURF for your *account analyst* to pay on your behalf, along with some *timesheets* from your students that SJSURF will *process* and issue *checks* for.

- In addition, F&A covers the liability associated with conducting and managing sponsored programs.
Facilities and Administrative Costs

- **Current F&A Rates are:**
  - On-Campus Training or Instruction: 55.2%
  - On-Campus Research: 44.5%
  - On-Campus Other (not in either category above): 46.6%
  - Off-Campus Research, Training, or Other: 26%

- **F&A rates are normally accessed against a Modified Total Direct Costs base, commonly referred to as MTDC.**

  The MTDC equation is the total direct costs, less capital expenditures (buildings, equipment, alterations, and renovations), that portion of each sub-award in excess of $25,000; hospitalization and other fees associated with patient care, rental/maintenance of off-site activities, participant support costs, student tuition remission and student support costs (e.g., student aid stipends; dependency allowances, scholarships, and student fellowships).
### How F & A Costs Appear in a Budget

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct Costs</strong></td>
<td>125756</td>
<td>44650</td>
<td>170405</td>
</tr>
<tr>
<td><strong>Modified Total Direct Costs</strong></td>
<td>113756</td>
<td>28650</td>
<td>142405</td>
</tr>
<tr>
<td><strong>F&amp;A 44.5% On Campus Research</strong></td>
<td>50621</td>
<td>12749</td>
<td>63370</td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td>176377</td>
<td>57399</td>
<td>233776</td>
</tr>
</tbody>
</table>
Cost Share aka Matching Funds

- Resources contributed or allocated by SJSU or a third party to a sponsored project. Cost share is support over and above that provided by a funding agency and, once committed, is considered essential to carrying out the whole project.

- Some funding agencies require cost sharing. If it is not required, the practice of SJSU and the Research Foundation is to not offer it. In fact, federal agencies request that we do not include cost share when their program guidelines do not require it. The reason for this is that cost sharing is subject to very specific audits. SJSU must prove that the cost share was provided, or else the funding agency may require the grant funds they provided be paid back.

- Cost share typically falls into two categories: cash or in-kind. Cash is cash, and is typically deposited into a separate, but associated account at SJSURF and then applied to designated project expenses. In-kind is usually in the form of contributed time and effort by the project director or other project staff or donation of supplies, etc. Whether cash or in-kind, very detailed documentation is necessary to prove that the cost share being declared is valued correctly and was actually provided.

- Do not commit something that you cannot realistically provide and document.

- Cost Share Policy:  
Budget Narrative

- The budget narrative is sometimes referred to as the *budget justification*.

- The narrative serves two purposes:
  * Explains how the costs were estimated
  * Justifies the need for the cost. The narrative may include tables for clarification purposes.
**Personnel Justification**

**Personnel:** The personnel in the project were selected because of their expertise and past experience in carrying out tasks to meet similar objectives. In addition to the project director, the project team includes three faculty coordinators. The team will meet at least monthly, if not more frequently, to review the progress of the project activities.

**Principal Investigator:** Joe Smith, PI, will be responsible for overall management of the grant, including activities related to personnel, overall project coordination, budget, scheduling, supervision, research, and reporting. **Effort:** 20% Release Time  $19,979

**Faculty Coordinators:** The faculty coordinators will assist the principal investigator with the coordination and implementation of the program as well as assist with the development of the program activities. The coordinators will also act as liaisons to the advisory board and the campus. **Effort:** 20% Release Time each  @ $19,979
Fringe Benefits Justification

Fringe Benefits: Fringe Benefit Rates are established by a federally negotiated rate agreement for regular, part-time and student fringe benefits. The fringe benefits rate covers health insurance, basic life insurance, and other standard mandatory benefits provided by the institution for all employees. Release time fringe benefit rates are provided by SJSU for each individual faculty.

Equipment Justification

Equipment: A laser (Sabre R 20 DBW System) is requested to carry out the project. The laser specifications include fluorescence, Raman, pump for ring-dye laser, and multi-use functionality. We provide a quote from the single U.S. provider, which includes shipping, handling, tax at 9.25%, and reflects a 20% educational discount.
Materials and Supplies Justification

**Materials and Supplies:** Materials and supplies are needed in this project to support instruction and curriculum modifications. Faculty, staff, and coordinators will need materials, books, and other media to support the curriculum development effort.

Travel Justification

**Travel:** We request project-related conference travel for the principal investigator and one coordinator for two trips per year. The PI and coordinator will attend the annual program meeting in Washington, DC, and will present their program at one educational conference per year.

We also request local travel for recruitment and for meetings at local high schools to meet with administrators regarding curriculum development.
Contract/Consulting Justification

**Subcontract-External Evaluator:** Once the project is funded we will select the external evaluator. The evaluator will review and critique the project development, implementation, and products developed, including syllabi, course schedules, and program documents. The criteria for the choice of the evaluator will include an expertise in education delivery outside of SJSU, survey development and implementation experience, and proven assessment experience.

**Other Justification**

**Publications:** We have budgeted $500 per year for documenting program activities and preparing documents for publication, including report creation, illustration preparation, and journal submission costs.
Key Points to Remember

- Your project budget serves as a tool for planning your project and solidifying your plan by identifying the needs, costs, and sources of funding.

- It acts as a numerical description of your narrative; requested funds must relate to and accurately represent project needs.

- Budgets differ by the kind of work to be done and by the funding agency, so no two are alike, but...

- All budgets share the same fundamental components of direct costs, indirect costs, and line item categories, such as personnel, fringe benefits, travel, and materials and supplies.

- Be cost effective, but be realistic. Make sure you have sufficient funds to do the work.
Awards Received Fiscal Year 2013-14

- CASA: $3,062,997
- Business: $823,186
- Education: $4,719,384
- Engineering: $2,124,090
- Humanities & Arts: $235,834
- Science: $5,508,435
- Moss Landing Marine Laboratories: $21,427,177
- Social Science: $18,869,078
- University Programs: $3,841,550

Total: $60,611,732
Learn More!

SJSU Research Foundation Spring 2015 Workshops

March 12, 2015
Colleague Collaboration Connection
MLK Library 255/257
11:30 a.m. – 1:00 p.m.

April 23, 2015
Grant Development Hands-On Workshop
MLK Library 255/257
11:30 a.m. – 1:00 p.m.

May 7, 2015
Compliance (Federal Uniform Guidance, RCR, FCOI, IACUC, IRB)
MLK Library 255/257
11:30 a.m. – 1:00 p.m.