The Nuts & Bolts of Proposal Preparation and Award Management

Sponsored Programs Workshop
February 16, 2017
Agenda

• Discussion of Common Issues and Solutions
• Terms and Conditions to Avoid
• Ways to be Proactive!
• Building the Bridge to Facilitate Effective Project Management
Considerations for the Grant Cycle
Budgets

• Identify Cost Categories
  ▪ Unidentified Costs
  ▪ May Require Sponsor Approval for Re-Budgeting

• Personnel Costs: Proposal vs. Expenditures
• Materials and Supplies vs. Equipment
• Subawards vs. Service Agreement
Budgets, Continued

• Correct Rates Applied

• Budget Projections

• Impacts of Poor Planning:
  • Loss of Direct Cost Funding Available to the Project
  • Loss of F&A/Indirect Cost Recovery
  • Disallowances
Budgets, Continued

• Open Communication Reduces Potential for:
  • Excessive, Inappropriate, or Late Cost Transfers
  • Manual Adjustments
  • Disallowances
  • Revised Invoices and Financial Reports
  • Audit Findings
  • Loss of Expanded Authorities or Letter of Credit Drawdown Eligibility
Awards

• Transition Meeting from Pre-Award to Post-Award
• Award Classification – Award Type, Award Instrument, Sponsor Type
• Single PI vs. Multiple PIs
  • One Shared Account or Separate Accounts for Each?
  • PIs from Different Departments/Divisions
  • Access? Controls?
• Budget Years vs. Cumulative Project Period
  • Separate Accounts?
  • Is Carry Forward Automatic or is Prior Approval Required from Sponsor, College Dean?
Award Notices

• Identify Important Information that Post-Award Will Need
  • Payment Terms or Schedule
  • Financial Reporting Requirements and Timelines
  • PO or Award Number to be Included on Invoice
  • Restrictions
Award Set-up

• Interest Earned
  • Return to Sponsor?
  • Use Toward the Project?
  • For Use at SJSU/RF’s Discretion?
    • Tracking
    • Reporting

• Program Income
  • Tracked Separately from Revenue
  • Recorded as Income, Not Expense
  • Reporting

• Cost-Sharing
Award Set-up, Continued

• Period of Performance Dates
  • Effective Date vs. Execution Date
• Funding Authorizations
  • Budget Periods
  • Incremental Funding
  • Supplemental Funding
• Impacts Allowability of Expenditures
• Re-Budgeting
  • SJSU/Research Foundation Policy
  • Sponsor Policy/Prior Approval Requirements
  • Impacts Ability to Get Reimbursed and Project Planning
Billing and Invoicing

• Invoicing
  • Format and Documentation
    • Standard per SJSU/RF or Sponsor-specific?
    • Back-Up Documentation Required (Negotiate!)
  • Tied to Award Type – Cost Reimbursement or Fixed Price
  • Frequency
    • In Arrears Monthly, Quarterly, Semi-annually, Annually?
    • Up-front, per Milestones Reached, at Completion?
    • Combination: Tied to Progress or Deliverables?
Payment Terms

• Upon Execution/Initiation
• Fixed Schedule of Installments
• Milestone Payments
• Upon Completion/Termination
• Withholding of Percentage or Amount
• Net 30 Standard
• Non-Standard Can Impact SJSURF’s Cash Flow
• Advances and Refunds
Reporting Requirements

• Technical
  • Progress/Interim
  • Final

• Financial
  • SF 425 for Federal Awards
  • Sponsor-Specific Forms for Others
  • Timeframe for Submission – At Least 60 Days Preferred
  • Who is Responsible – Department? Central Post-Award?
Reporting Requirements

Be Timely!

Timely Report Submission Impact:

• A/R,

• Relationship Between Central Offices with Responsibility and Oversight,

• PI, SJSU, and Research Foundation’s Reputation with Sponsor

Delinquent Reports May:

• Cause Sponsors to Withhold Funding on all Awards

• Cause SJSU and the Research Foundation to be Categorized as “Not Responsible”; Can Impact Future Competitions
Sponsor Approvals

- Re-Budgeting
- Carry Forward
- Change of PI or Level of Effort
- Pre-Award Spending
- Flow Down – Additional Oversight
- No Cost Extension
- Subcontract That is Not in Original Proposal
Compliance Requirements

• Waivers (PI Effort, Indirect Costs)
• Human/Animal Subjects Approvals
• Cost-Sharing
• Conflict of Interest
• Insurance
• Impacts Level of Risk to PI, Department, and SJSU/Research Foundation
Sticky Award Terms

• Publication
  • Restrictions
  • Impacts: Restriction on Ability to Disseminate Research Results

• Export Controls
  • Acceptance of Controlled or Proprietary Technology, Items Covered by EAR/ITAR
  • Impact: Loss of Fundamental Research Exclusion

• Use of Drones? Model/Category Identified?
Sticky Award Terms

• Intellectual Property
  • Disclosure Internally and to Sponsor
  • Ownership
  • Impacts: Loss of Ability to File Provisional Patents, Legal Battles Over Inventorship if Proper Disclosures Are Not Made

• Legal Terms (Indemnification, Venue, Governing Law, etc.)
Terms & Conditions to Avoid

• Detailed Financial Reporting and Back-Up Documentation
• Payments or Reporting in Non-U.S. Dollars
• Reporting Deadlines on End Date of Award (60 Days After End Date Preferred)
• Final Invoicing Deadline Less Than 45 Days After End Date
• Monthly Interim Financial Reporting
• Return of all Award Funds if Project is Terminated Early
• Any Restrictions on Publication
• Others?
Be Proactive!

Initial Contact with OSP

• Establish Needs and an Agreed Upon Timeline

• Ask and Answer Questions

• Clarify Roles, Responsibilities, and Relationships
  (Principal investigator, Research Foundation, Department Administrators)

• Become Familiar With and Help Facilitate the Process

• Encourage Training Opportunities
• Meet with Post-Award Analyst Before the Grant Period is Over

• Develop a Process

• Use Checklists to Track Items of Special Concern (i.e. Cost-Sharing, Unliquidated Encumbrances, Final Invention Statements, etc.)

• Contact College and Department Accounting Team in Advance
The Role of Pre-Award Staff

• Serves as the Primary Point of Contact for the PI, Department, and Sponsor
• Learns and Anticipates the Needs of Post-Award Colleagues
• Understands the Impact of Award Terms and Conditions
• Negotiates the Best Deal for all Players
• Updates Post-Award Colleagues on Project Specifics
The Role of Pre-Award Staff

• Communicates Often, and Keeps Others Apprised of Expectations

• Recognizes Sponsor Restrictions and Special Requirements

• Negotiates to Standardize When it Makes Sense and When it is Possible

• Realizes Restrictions of SJSU and Research Foundation Systems

• Works to Accommodate Whenever Possible
The Role of the Principal Investigator

- Prepares the technical proposal; collaborates with others during preparation.
- Determines if there is a need for subrecipient agreements.
- Determines whether on-campus or off-campus space is needed in addition to the space already assigned to the Principal Investigator. (The principal investigator identifies the need, and requests it from his/her chair, or other appropriate university administrators.)
- Takes responsibility for keeping the CV or biosketch updated.
- Ensures that procedures used are consistent with sound research design and does not expose subjects to risk or harm unnecessarily.
- Assures that the design is appropriate to the proposed question.
- Determines that the project will contribute original scholarship.
Collaborative Solutions

The Role of the Principal Investigator

- Prepares forms (either at proposal submission time or “Just In Time” in accordance with sponsor requirements) for IRB, IACUC, the Radiation Safety Office, and the Office of Environmental Health and Safety (EH&S) as applicable.

- Discloses all potentially significant conflict of interest situations.

- Manages and completes all scientific and programmatic aspects of the sponsored project.

- Initiates programmatic changes to the project and seeks approval from the sponsor when required.

- Initiates the hiring or assignment process; approves the selection or appointment of individuals to the project; communicates staff changes to departmental administrative staff.

- Ensures the integrity and safeguarding of notebooks and scientific data.

- Ensures the completion, accuracy, and timeliness of programmatic (technical) reports.

- Ensures the quality, timeliness, and programmatic (technical) performance of subrecipients.
The Role of the Principal Investigator

• Initiates purchases required to complete the sponsored project.

• Works with the Post-Award analyst to determine that expenditures are allowable, allocable, and reasonable; approves them; and provides scientific justification for the transaction, if necessary.

• Initiates the process of documenting cost sharing and/or matching; ensures that cost sharing obligations are met from allowable and verifiable sources, including those by third party collaborators, if included in approved budget.

• Initiates requests for re-budgeting as the sponsor requires.

• Reviews subrecipient invoices for appropriateness; monitors progress of the work, approves payment of subrecipient invoices.

• Uses monthly financial reports for financial monitoring; identifies and resolves errors in the account in a timely manner; certifies or documents a monthly review of ledgers.

Note: If appropriate and required at end of budget period, the principal investigator requests approval for remaining balances to be carried forward.
The Role of Post-Award Staff

• Coordinates Award Documentation and Approval Processes with Pre-Award Colleagues

• Understands Award Terms And Conditions, and How to Adhere to Them

“We like to bring together people from radically different fields and wait for the friction to produce heat, light and magic. Sometimes it takes a while.”
The Role of Post-Award Staff

• Orients Principal Investigators and Staff Upon Receipt of Grants

• Oversees Compliance With Funding Agency Regulations and Standards

• Ensures The Timely Submission Of Progress Reports and Closeout Reports
Acting on Behalf of SJSU and the Research Foundation

• Consider the Impact of a Poorly Planned Budget or Rushed Proposal
• Know Who Does What and Who Can Help During a Crisis
• Interact Regularly – Not Just When There are Fires
• Ask and Answer Questions – Communication is Key
• Remain Flexible! Not all Sponsors and Awards are Created Equal
• Be Patient – And Be a Resource!
• Remember That This is Truly a Team Effort – We are All in This Together!
Questions?
Please Join Us!

Spring 2017 - Research Foundation Workshops
11:30 a.m. – 1:00 p.m.
Research Foundation Board Room

• March 14 – The NIH Proposal Review Process Revealed

• April 13 – NSF Updates and Perspectives

• May 10 – Colleague, Collaboration, Connection
  (Location: MLK Library – Room 255/257)