Research Administrators’ Network Meeting

AGENDA
October 15, 2019
2:00-4:00 p.m.
Michigan League Ballroom
Webcast - http://orsp.umich.edu/ran-meeting-live-stream

Welcome & Introductions [2:00-2:10]
Becky O’Brien, RAAC Communications Subcommittee Chair
David Mulder, Guest Emcee

Updates [2:10-2:30]
Office of Research & Sponsored Projects - Craig Reynolds, Executive Director, ORSP [2:10-2:30]

Deadline Policy [2:30-2:50]
Craig Reynolds, Executive Director, ORSP

(Networking) RA Quiz Show [2:50-3:10]

Break [3:10-3:15]

Updates [3:15-3:35]
Navigate / Professional Societies - David Mulder, Training Manager [3:15-3:25]
Sponsored Programs - Debbie Talley, Director, Sponsored Programs [3:25-3:35]

Steve Drews, Senior Compensation Analyst, University Human Resources
Heather Sutphen, Senior Compensation Analyst, University Human Resources

Closing Remarks [3:55-4:00]

RAN schedule for the rest of this Academic Year:
http://orsp.umich.edu/ran

Ideas for a future meeting?
Contact ran-plans@umich.edu

Brought to you by the Research Administration Advisory Council (RAAC) Communications Subcommittee.
Research Administrators’ Network

Welcome!

Tuesday, October 15, 2019
This RAN meeting is a Zero Waste Event!

- A Zero Waste Event aims to divert as much waste as possible away from a landfill.
- Everything at today’s event can go in the compost bins, including plates, cups, napkins, utensils and any food waste.
- Anything you brought to the meeting should go in the landfill bin, unless you are certain it is compostable.
- Thank you for helping us meet U-M’s sustainability goal of reducing waste sent to landfills by 40%!
Zero Waste Event

Compostable (not pictured: any food waste & napkins/paper towels)

Compost
When in doubt, throw it out

Landfill

Not compostable:
Scary vs. Not Scary

VS.

SCARY

Vs.

NOT SCARY
Scary vs. Not Scary

NOT SCARY

Crocheted Baby Gifts
Scary vs. Not Scary

SCARY

CROCHETED BABIES

[Image of a crocheted baby's hand]
Scary vs. Not Scary

SCARY

CROCHETED BABIES

GOOGLE IT
"Toddlers’ adult teeth are just above their baby teeth, right underneath their eyes."
"Toddlers’ adult teeth are just above their baby teeth, right underneath their eyes."
NOT SCARY

Hiring Six new Project Reps in ORSP!!!
Scary vs. Not Scary

Scary

The Smile Room
Drexel to pay back $190,000 former professor used for strip clubs, other personal purchases over 10 years

By Steve Almasy and Chuck Johnston, CNN

Updated 6:12 PM ET, Tue October 8, 2019
NOT SCARY

Making ORSP's Deadline

Proposal Submission Deadline Policy

ORSP's Proposal Submission Deadline Policy will take effect on January 6, 2020.

The University of Michigan will roll out a clear and flexible external proposal submission deadline policy on January 6, 2020.

- Review the Draft Deadline Policy language that will go into effect on January 6, 2020.
- Download the Limited and Full Review Checklists
Did you know: the average new project representative hired into ORSP typically has zero facial features???
Did you know: the average new project representative hired into ORSP typically has \textbf{zero} facial features???
ORSP Update

Research Administrators Network

Craig Reynolds, Executive Director, ORSP
October 15, 2019
Staff Updates and Congratulations!

Joe Johnson promoted to Project Representative

Kullie Kennedy promoted to Senior Project Representative

Eric Ward promoted to Project Representative
Welcome New Government Team PRs!

Christina (Christy) Bohensky

Patrick Case

Rebecca (Becca) Timmermans
Welcome New Private Sponsors Team PRs!

Arielle Javarinis
- Maize Team

Emmanuel (Manny) Pierce
- Blue Team

Toobee Determined
- Data Use Agreements
ORSP Welcomes New PRs!
Process Updates

- PRs will return a UFA if it is not signed by the PI at the time a PR is ready to review. (UFAs for Clinical Trial Non-Disclosure Agreements will not be returned for a missing PI signature.)

- ORSP PRs will return a PAF if the PI has not signed the PAF and the PAF is for a contract only. (PAFs for contracts with a proposal submission deadline will not be held up for the lack of a PI's signature.)
Process Updates

- Prior to beginning its review, ORSP will return any PAF that has not been Finalized.
An Update on NIH and Foreign Influence
International collaborations contribute to academic excellence by advancing research and scholarship efforts across campus. The members of our community who come here from around the world are integral to this institution’s success. All of us at the University of Michigan are committed to supporting and fostering these activities with the utmost integrity, transparency, and trust. This commitment includes full compliance with the relevant regulations and guidelines that accompany federal funding.

Provost Philbert, and Interim VPR Rebecca Cunningham

Email to faculty dated July 23, 2019
“we are a global university and this is inextricably linked to our excellence… When we work and learn alongside researchers from other countries, cultures demystify, divides are bridged, and we see the commonalities of our shared humanity. This makes the world we all share a safer and more prosperous place.”
“[N]ot for a moment are we going to diminish our commitment to being a welcoming place for students and faculty from all around the world, and to enhance the ability of our faculty and students to establish collaborations and partnerships with talented, hard-working colleagues in every country. Doing so would be counter to our public mission and would diminish our value as a leading American research university.”

President Schlissel, Provost Philbert, and Interim VPR Rebecca Cunningham

Email to faculty, post-docs and grad students dated October 9, 2019

https://president.umich.edu/news-communications/on-the-agenda/supporting-our-global-research-community/
Since we last met...

- National Institutes of Health
  - Issued recommendations by the Advisory Committee to the Director (ACD) Working Group for Foreign Influences on Research Integrity.
  
  - Increasing scrutiny of foreign collaborations, regardless of whether NIH funds are spent by the foreign collaborator (all foreign collaborations require NIH’s prior approval)
The times they are a’changing!

- NIH has issued “clarifications” of existing policy
- See NOT-OD-19-114: *NIH Reminder of Policies on Other Support, Financial Conflicts of Interest, and Foreign Components*
- See FAQ on Other Support and Foreign Components
  - [https://grants.nih.gov/grants/faq-other-support-foreign-components.htm](https://grants.nih.gov/grants/faq-other-support-foreign-components.htm)
Other Support: NIH’s Definition

Per the NIH Grants Policy Statement, Other Support is:

“All financial resources (Federal, non-Federal, commercial or institutional) available in direct support of an individual's research endeavors...”
Other Support: NIH’s Definition

● Per NOT-OD-19-114, Other Support means:
  ○ “all resources made available to a researcher in support of and/or related to all of their research endeavors”
  ○ “financial resources” now includes “non-monetary” resources
  ○ “in direct” now means “related to”
  ○ Doesn’t matter who support is from or what entity receives it
Examples of Other Support

- Grants to U-M from a foreign source
- Grants to a foreign entity from a foreign source that benefit our faculty
- Support for laboratory personnel
- Provision of materials that are not freely available (e.g., biologics, chemicals, model systems, technology, etc.)
Examples of Other Support

- Positions and appointments both domestic and foreign held by senior/key personnel that are relevant to the application.
- Affiliations with foreign entities or governments.
- Titled academic, professional, or institutional appointments whether or not remuneration is received, and whether full-time, part-time, or voluntary (including adjunct, visiting, or honorary).
“The performance of any significant scientific element or segment of a project outside of the United States either by the recipient or by a researcher employed by a foreign organization, whether or not grant funds are expended.”

NIH must approve foreign components in advance.

Note that continuing to collaborate with personnel who worked in a U-M lab (e.g., a post doc) but then left the U.S. constitutes a foreign component.
What Can You Do?

● Read NIH NOT-OD-19-114

● Read NIH FAQ
  ○ grants.nih.gov/grants/faq-other-support-foreign-components.htm

● Read ORSP website and guidance on international research
  ○ www.research.umich.edu/research-u-m/international-partnerships/international-research-scholarship-guidance
What Can You Do?

● Watch for new NIH guidance
● Watch for new U-M guidance
● Talk with your faculty!
● Questions? Email InternationalResearchGuidance@umich.edu
Deadline Policy

Research Administrators Network

Craig Reynolds, Executive Director, ORSP
Cathy Handyside, Assistant Director of eResearch Administrative Systems, ITS
October 15, 2019
What You Need to Know

- Policy goes into effect January 6, 2020

- Proposal must be finalized and PAF approved before ORSP will review and approve/submit
What You Need to Know

- Level of service based on how far ahead of submission deadline the approved PAF and final proposal arrive

- Full review for proposals arriving \( \geq 32 \) business hours
  - Checked for compliance with U-M and sponsor requirements

- Limited review for proposals arriving \(< 32\) business hours but \( \geq 15 \) business hours (i.e., no later than 9:00 a.m. one business day before the submission deadline)
  - Only checked for compliance with U-M requirements

- Proposals arriving \(< 15\) business hours are “at risk”
  - May not be submitted by the sponsor’s deadline
## Service Levels by Lead Time

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<th>Service Level Standard</th>
<th>≥ 32 Business Hrs <em>(Full Review)</em></th>
<th>≥ 15 Business Hrs <em>(Limited Review)</em></th>
<th>&lt; 15 Business Hrs <em>(&quot;At Risk&quot;)</em></th>
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Internal Deadline for **Full Review**: **Friday** Sponsor Deadline

- **Sponsor Deadline** 5:00 PM
- **≥ 4 Business Days**
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**At Risk Proposals: Friday Sponsor Deadline**

- **Sponsor Deadline**: 9:01 AM
- **Sponsor Deadline**: 5:00 PM
- **< 15 Business Hrs**
### Internal Deadline for Full Review: Wed. Sponsor Deadline

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- **Sponsor Deadline:** 5:00 PM
- **Internal Deadline for Review:** Wed.
- **Business Days:** \( \geq 4 \)
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**Sponsor Deadline:**

- Internal Deadline for Limited Review: **Wed.**
- Sponsor Deadline: **12 19 26 5 6 13 20 27 ≧ 15 Business Hrs**
- 9:00 AM Sponsor Deadline
- 5:01 PM Sponsor Deadline
- < 4 Business Days

**Calendar Days:**

- Monday: 1
- Tuesday: 2
- Wednesday: 3
- Thursday: 4
- Friday: 5
- Saturday: 6
- Sunday: 7
- Monday: 8
- Tuesday: 9
- Wednesday: 10
- Thursday: 11
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- Wednesday: 24
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- Thursday: 32
### At Risk Proposals: Wednesday Sponsor Deadline

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- **Sponsor Deadline**: 9:01 AM - 5:00 PM
- **Tuesday, June 20**: Sponsor Deadline

< 15 Business Hrs

Sponsor Deadline:
- 9:01 AM
- 5:00 PM

At Risk Proposals:
- Wednesday
Three Potential Outcomes of ORSP Review

1. Good to go! Proposal is submitted as-is
2. Proposal is returned as “Incomplete” and finalized status is removed
3. Proposal is returned for “Changes”
   a. Required
   b. Recommended
Required vs. Recommended Changes

- **Required Changes**
  - Address U-M institutional requirements ONLY
  - A service provided as part of ORSP’s Full Review and Limited Review
  - Must be made prior to proposal submission
Required vs. Recommended Changes

- **Recommended Changes**
  - Address U-M and Sponsor requirements
  - Only a service provided as part of ORSP’s Full Review
  - Optional; at Project Team’s discretion

*Want ORSP to ensure your proposal is compliant with the sponsor’s guidelines? Make sure the finalized proposal and PAF are at ORSP at least 4 business days in advance!*

*Note that a change to meet a sponsor’s requirement will be returned as a Recommended Change, not a Required Change!*
Submission Deadline vs. Target Date

- **Submission Deadline**
  - Last date by which proposal must be submitted to meet sponsor’s deadline

- **Target Date**
  - Non-binding date by which Project Team requests ORSP to complete its work
  - Optional
  - ORSP will try to meet the Target Date but no guarantees

- **Policy only applies when a Submission Deadline is entered on the PAF**
What else about the policy?

▪ New temporary state of “Deadline Missed”
  ○ 30-day window to update the submission deadline date

▪ “Suspend Approval” activity will prevent submission
  ○ Prior to ORSP receipt, all unit approvers can suspend
  ○ After ORSP receipt, Admin Home approvers can suspend
eRPM PAF Workflow
PAF Workflow - No Changes
PAF Workflow - Proposal Incomplete

[Flowchart of PAF Workflow - Proposal Incomplete]
PAF Workflow - Sponsor Deadline Passed
What’s on the horizon?

- “Deadline Policy Interchanges”
- Video recording of Interchange
- School/College/Institute Forums
- Electronic reminders about Jan. 6, 2020 go-live
- Job Aids
Question 1:
The ORSP Project Representative (PR) assigned to your department plans to return your PI's PAF after giving the proposal a Full Review because the budget includes a request to fund a piece of equipment, and equipment is expressly disallowed in the sponsor's guidelines. The PR will therefore:

A. Return the PAF with Required Changes
B. Return the PAF with Recommended Changes
C. Return the PAF as Incomplete
D. Return the PAF as Incomprehensible
E. Return the PAF to Meijer for a $.10 refund
Question 1:
The ORSP Project Representative (PR) assigned to your department plans to return your PI's PAF after giving the proposal a Full Review because the budget includes a request to fund a piece of equipment, and equipment is expressly disallowed in the sponsor's guidelines. The PR will therefore:

A. Return the PAF with Required Changes
B. **Return the PAF with Recommended Changes (correct answer)**
C. Return the PAF as Incomplete
D. Return the PAF as Incomprehensible
E. Return the PAF to Meijer for a $.10 refund
Question 2:
Your PI's proposal is due today but is "At Risk" because the PAF and finalized proposal arrived in ORSP 14 business hours prior to the submission deadline. Which of the following proposals will be prioritized over your PI's?

A. A proposal that qualified for a Full Review and is due tomorrow
B. A proposal that qualified for a Full Review and is due 21 days from today
C. A proposal that qualified for a Limited Review and is due today
D. A proposal that qualified for a Limited Review and is due tomorrow
E. All of the above
Question 2:
Your PI's proposal is due today but is "At Risk" because the PAF and finalized proposal arrived in ORSP 14 business hours prior to the submission deadline. Which of the following proposals will be prioritized over your PI's?

A. A proposal that qualified for a Full Review and is due tomorrow
B. A proposal that qualified for a Full Review and is due 21 days from today
C. A proposal that qualified for a Limited Review and is due today
D. A proposal that qualified for a Limited Review and is due tomorrow
E. **All of the above (correct answer)**
Question 3:
Which of the following won't prevent ORSP from reviewing a proposal to NSF?

A. ORSP doesn't have access in FastLane or Research.gov to submit
B. The PAF is missing the Dean's Office approval
C. The proposal hasn't been finalized
D. Craig is sleeping under his desk again
Question 3:
Which of the following won't prevent ORSP from reviewing a proposal to NSF?

A. ORSP doesn't have access in FastLane or Research.gov to submit
B. The PAF is missing the Dean's Office approval
C. The proposal hasn't been finalized
D. Craig is sleeping under his desk again (correct answer)
Question 4:
You are routing a PAF for a contract to be negotiated by ORSP, and the PAF arrives in ORSP a full day after the Target Date that was entered on the PAF (the Submission Deadline field was left blank). Which one of the following is true:

A. The PAF and proposal will enter the state of "Submission Deadline Missed"
B. The new Internal Deadline Policy does not apply
C. The PAF and proposal will be considered "At Risk"
D. The PAF will be returned for a Required Change so that the Target Date can be updated
E. Your ORSP PR will fall out of her chair in astonishment that a PAF didn't arrive on time
Question 4:
You are routing a PAF for a contract to be negotiated by ORSP, and the PAF arrives in ORSP a full day after the Target Date that was entered on the PAF (the Submission Deadline field was left blank). Which one of the following is true:

A. The PAF and proposal will enter the state of "Submission Deadline Missed"
B. **The new Internal Deadline Policy does not apply (correct answer)**
C. The PAF and proposal will be considered "At Risk"
D. The PAF will be returned for a Required Change so that the Target Date can be updated
E. Your ORSP PR will fall out of her chair in astonishment that a PAF didn't arrive on time
Question 5:
Which of the following scenarios results in the PAF and proposal being checked only for compliance with U-M's requirements, and therefore runs the risk of not complying with the sponsor’s guidelines or of resulting in an award that U-M cannot accept?

A. Your proposal qualifies for a Full Review
B. Your proposal qualifies for a Limited Review
C. Your proposal is At Risk
D. Answers A and B
E. Answers B and C
Question 5:
Which of the following scenarios results in the PAF and proposal being checked only for compliance with U-M's requirements, and therefore runs the risk of not complying with the sponsor’s guidelines or of resulting in an award that U-M cannot accept?

A. Your proposal qualifies for a Full Review  
B. Your proposal qualifies for a Limited Review  
C. Your proposal is At Risk  
D. Answers A and B  
E. **Answers B and C (correct answer)**
Question 6:
Which of the following is not included in the ORSP Full review? -
https://orsp.umich.edu/sites/default/files/limited_and_full_review_checklists.pdf

A. Font Size & Spacing
B. Other U-M Commitments appropriately recognized and documented and correspond to proposal.
C. F&A cost rate does not exceed rate allowed by sponsor.
D. Page length limits observed
Question 6:
Which of the following is not included in the ORSP Full review? -
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B. Other U-M Commitments appropriately recognized and documented and correspond to proposal.
C. F&A cost rate does not exceed rate allowed by sponsor.
D. Page length limits observed
**Question 6:**
Which of the following universities also have enforced deadline policies?

A. Stanford U.
B. Washington U.
C. Harvard U.
D. Wossamotta U.
E. All of the above
Question 6:
Which of the following universities also have enforced deadline policies?

A. Stanford U.
B. Washington U.
C. Harvard U.
D. Wossamotta U.
E. All of the above (correct answer)
Having Research Administrators falling into 259 different Job Codes across the University!
Implementing a new Research Administration Job Code Series!

**Job Code**

- **101352** - Contract and Grant Specialist
  - Research > Research Administration > Professional
  - FI170 - Responsible for the coordination of pre-award activities relating to grant and contract proposals. Pre-award activities include development, preparation, and submission of grant proposals. Full Description | Explore

- **101368** - Grants and Contracts Administrator Associate
  - Research > Research Administration > Professional
  - FI160 - Processes invoices and provides Principal Investigators of grants and contracts to ensure expenses are being paid. Full Description | Explore

- **101369** - Grants and Contracts Administrator Intermediate
  - Research > Research Administration > Professional
  - FI180 - Provides unit with daily monitoring of grants and contracts. Investigator to ensure expenses are being paid according to regulations and guidelines of program funding. Full Description | Explore

- **101370** - Grants and Contracts Administrator Senior
  - Research > Research Administration > Professional
  - FI200 - Advises faculty on long-term financial viability of multiple grants and contracts from various sources with emphasis on grants and contracts. Identifies sources of outside funding. Full Description | Explore
Navigate Update
Research Administrators’ Network

David Mulder, Training Manager, ORSP / Sponsored Programs
October 15, 2019
Navigate Update

★ Navigate: Lunch & Learn (Sponsor Highlight: NIH)
  ○ October 30, 2019
  ○ 12:00 noon - 1:30 pm (Wolverine Tower)

★ Uniform Guidance Cost Principles
  ○ November 7, 2019 (application deadline October 25)
  ○ 8:30 am - 4:30 pm (Wolverine Tower)

★ New E-ssentials e-Learning Modules
  ○ Cost Transfers
  ○ Award Modifications
Navigate Update

For Additional Information:

- Email: navigate-research@umich.edu
- Go to: orsp.umich.edu/navigate
Professional Societies Update
Research Administrators’ Network

David Mulder, Training Manager, ORSP / Sponsored Programs
October 15, 2019
NCURA Update

National Council of University Research Administrators:

- Travelling Workshops – **December 4-6, 2019 in New Orleans, LA.**
  - Contract Negotiation and Administration
  - Departmental Research Administration
  - Financial Research Administration
  - Level I: Fundamentals of Sponsored Project Administration
  - Level II: Sponsored Projects Administration

[http://www.ncura.edu/travelingworkshops/Home.aspx](http://www.ncura.edu/travelingworkshops/Home.aspx)
NCURA Update

National Council of University Research Administrators:

- Financial Research Administration (FRA) and Pre-Award Research Administration (PRA) Conferences – March 2-3, 2020 in San Juan, Puerto Rico.
  - Pre-registration open now.
  - Program and room block information coming in November 2019.

http://www.ncura.edu/Education/MeetingsConferences.aspx
NCURA Update

National Council of University Research Administrators:

- NCURA Region III/IV Combined Spring Meeting
  - April 26-29, 2020 – **St. Pete Beach, FL**
  - Pre-conference workshops begin on April 25, 2020.
  - Registration and program information coming soon.

http://www.ncuraregioniv.com/conferences.html
NCURA Update

National Council of University Research Administrators:

- NCURA Annual Meeting
  - August 9-12, 2020 – Washington, DC
  - More information to come at future RAN meetings.

http://www.ncura.edu/annualmeeting/Home.aspx
Society of Research Administrators International:

- SRAI Annual Meeting – **October 19-23, 2019** in **San Francisco, CA**.
  - Onsite registration available.

http://www.sraannualmeeting.org/2019/index.cfm
Society of Research Administrators International:

- Michigan SRAI Chapter Meeting – **June 2020** in **Kalamazoo, MI**.
  - More information to come at future RAN meetings.

http://www.srainternational.org/about/chapters/michigan
National Organization of Research Development Professionals:

- Save the Date! NORDP 2020 – May 17-20, 2020, San Antonio, TX
  - Call for Abstracts is open – deadline October 21, 2019

www.nordp.org/conferences
Scary vs. Not Scary

**SCARY / NOT SCARY ???**

Sponsored Programs has **over 2,300** reports to produce before the end of CY 2019!
Scary vs. Not Scary

SCARY / NOT SCARY ???
Purchase Discounts

- Project Update
- Journal entries

http://procurement.umich.edu/sites/default/files/strategic_supplier_program_and_federal_sponsored_projects_faq_11v2.pdf
Workload

- Volume of reports due between now and 12/24/19
- Office-wide focus on external reports due to sponsors
- Thank you for your support
Staffing

- **New staff**
  - Mohammed Alwazir
  - Michael Cuffle (not pictured)
  - Andrew Ferguson
  - Karyn Schwartz
  - Dawn So

- **Promotion to**
  - Senior Reporting Accountant
    - Ilora Cipolat

- **Promotion to Supervisor**
  - Jake Schlag
Research Administration: A Redesigned Series

Research Administrators Network

Steve Drews, Senior Compensation Analyst, University Human Resources
Heather Sutphen, Senior Compensation Analyst, University Human Resources
October 15, 2019
Research Administration
A Redesigned Series
The Why

- Research is valued and important to the University
  - A competency matrix was defined last in 2008; however, overtime the series has transformed to include both elements (pre- and post-award)
  - Some units were not consistent with using the Research Administration Series for this body of work
  - Confusion as to what was a true promotion
The How

- Campus-wide interest to revive the Research Administration series was solidified in Fall, 2018
  - Team comprised of individuals from larger units as well as representation from SSCRAG (Small Schools and Colleges Research Administrators Group) in addition to central offices (Sponsored Programs; HR; Finance)
    - Executive sponsors are Deb Talley, Director of Sponsored Programs, and Craig Reynolds, Executive Director of the Office of Research and Sponsored Projects
  - Team concluded that a series focused on pre- and post-award work individually was no longer necessary; thus, team came up with inclusive job titles and an associated competency matrix
The What: Current Series

Current Research Administration Series is comprised with differentiation by pre- and post-award activity:

- Grants & Contracts Administrator Associate
- Grants & Contracts Administrator Intermediate
- Grants & Contracts Administrator Senior
- Grants & Contracts Accountant Associate
- Grants & Contracts Accountant Intermediate
- Contract & Grant Specialist
- Research Process Coordinator
- Research Process Manager
- Research Process Senior Manager
The What: Redesigned Series

Pre- and post-award are now combined

- Research Administration Assistant
- Research Administration Associate
- Research Administrator Intermediate

Individual Contributor Path
- Research Administrator Senior
- Research Administrator Lead

Manager Path
- Research Administration Supervisor
- Research Administration Manager
- Research Administration Sr. Manager
The When

Today
- Begin Communication

September
- Communication
- *Complete Job Descriptions

November
- Communication
- Mapping; Communication
- Assess Impact; Finalize Mapping; Communication

January
- Movement of Employees; Employee Notification
- Old Job Codes Retired

August
- October
- December

Open Enrollment

*Unit discretion.
Thank you!
Reminder – Zero Waste Event

Compostable (not pictured: any food waste & napkins/paper towels)

Compost
When in doubt, throw it out

Landfill

Not compostable:
● Thanks to the RAAC Communications Subcommittee!

● Ideas for a future meeting? ran-plans@umich.edu

● Next RAN meeting:
  ○ Tuesday, February 25, 2020
  ○ 2:00 – 4:00 pm
  ○ Michigan League Ballroom