

San Francisco State University

Grant Administration Infrastructure Change

Action Plan

Section I

Based on recommendations provided to SFSU by Huron Consulting, 2006. As the campus implements change in its research infrastructure, new versions of the Action Plan will unfold, containing more evolved action items and different elaborations on some of the topics included in this document.

This document contains two sections:

1. Organizational and Structural Changes
2. Changes in Business and Administrative Procedures

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Table of contents

Section I	2
Executive Summary	3
Current Assessment by Huron Consulting	5
PI/Departments [Category 1]	5
1. Action Items – PI/Departments	8
ORSP – General Office [Category 2]	9
2. Action Items – ORSP General Office	10
ORSP – Pre Award [Category 3]	12
3. Action Items – ORSP Pre Award	13
ORSP – Post Award [Category 4]	15
4. Action Items – ORSP Post Award	16
ORSP – Personnel [Category 5]	17
5. Action Items – ORSP Personnel	18
Fiscal Affairs – Accounting [Category 6]	19
6. Action Items – Fiscal Affairs Accounting	20
Fiscal Affairs – Procurement [Category 7]	22
7. Action Items – Fiscal Affairs Procurement	23
Fiscal Affairs – Accounts Payable [Category 8]	24
8. Action Items – Fiscal Affairs Accounts Payable	25
Budget Office [Category 9]	26
9. Action Items – Budget Office	27

Section I

Organizational and Structural Changes

Executive Summary

The campus has assessed responsibility to revise the current organizational structure in order to improve research administration support services and compliance.

PI/Department

1. Increase the number of department staff that provide research administration support to faculty (PI/Department action item 1).

ORSP - General

2. Create a new Special Projects position in ORSP (ORSP – General action item 3).
3. Develop a comprehensive sponsored projects administration training program for faculty and department staff (separate training) (ORSP-General action item 4).

ORSP – Pre Award

4. Organize Proposal Specialists by department (ORSP – Pre Award action item 2).
5. Pre-Award should develop a teaming approach that includes two levels of Proposal Specialists (ORSP – Pre Award action item 3).
6. ORSP should have responsibility for reviewing proposals requiring a 501c3 status. This process is currently a shared responsibility between the Development Office, Foundation, and ORSP (ORSP – Pre Award action item 4).
7. The requirement of 501c3 status should be confirmed with sponsors prior to submitting a proposal through the Foundation. Submit proposals through the Foundation only after contacting the sponsor and confirming that not-for-profit status institutions are not eligible (ORSP Pre-Award action item 5).

ORSP – Post Award

8. Develop a single point of contact, “one stop shop” approach for providing service to PI/Departments (ORSP - Post Award action item 2).
9. ORSP Post Award should have ownership of all personnel and non-personnel expense review and approval. This is currently a shared responsibility between Fiscal Affairs and ORSP (ORSP – Post Award action item 3).

ORSP – Personnel

10. Reorganize tasks currently done by the ORSP – Personnel. Move HR related tasks (grant hiring, appointments, etc.) to SFSU HR. This will likely require creating a specialized team for sponsored projects within SFSU HR. Move tasks not related to HR (e.g., proposal budget development, reviewing personnel cost transfers) to ORSP Pre and Post Award (ORSP – Personnel action item 1).

Fiscal Affairs – Accounting

11. Fiscal Affairs should have responsibility for accounts receivable collection and closing projects in PeopleSoft. This is currently a shared responsibility between Fiscal Affairs and ORSP (Fiscal Affairs – Accounting action item 1).
12. Hire one additional accountant for financial reporting (Fiscal Affairs – Accounting action item 1).

Fiscal Affairs – Procurement

13. Move the signature authority for subcontract agreements being issued from SFSU to the Director of ORSP. The Director of Procurement currently signs these agreements. Signature authority for subcontract agreements to SFSU should remain with the Director of Procurement (Fiscal Affairs – Procurement action item 1).

Current Assessment by Huron Consulting

PI/Departments [Category 1]

During fiscal year 2004 SFSU had over \$50 million in sponsored projects. These projects were spread across 8 colleges. Within the colleges, sponsored projects involved 39 departments, the Romberg Tiburon Center, and the Edelman Institute. There were 6 centers, programs or institutes not affiliated with a college, these include: Education Opportunity Program, Head Start Program, Labor Archives, Office of International Programs, Student Outreach Services, and Urban Institute. Reviewing the reporting relationship departments, centers, programs, and institutes was not included in the scope of this assessment. Huron recommends that SFSU review the reporting structure of these units to ensure the appropriate level of accountability and compliance oversight. Specifically, SFSU should review the reporting relationships related to the centers, programs, and institutes that do not report to a department. A number of institutions have had recent compliance sanctions related to research centers.

146 faculty members were Principal Investigators during fiscal year 2004. Principal Investigators have the primary responsibility for managing sponsored projects. This includes making sure expenses posted to the project are accurate and meet sponsor and SFSU guidelines. Principal investigators are also responsible for making sure that expenses or any necessary adjustments are completed timely.

Many faculty at SFSU do not have staff in their departments that provide research administration support. Faculty that do have staff that provide research administration support are provided funding by sponsors as part of a large project. Examples include:

- Community Health Works
- MBRS SCORE
- MARC-U *STAR

Research administration staff for these projects assist Principal Investigators with processing transactions and reviewing financial information. Faculty with administrative support stated that it provided significant help with the day-to-day management of their projects.

ORSP is the primary administrative point of contact for the faculty and department staff. In general, these individuals stated that it was difficult to navigate the SFSU administrative structure. It was further emphasized during our interviews that the administrative requirements for managing sponsored projects are a disincentive to participating in research. Faculty who have experience from other institutions stated that research administration is less efficient at SFSU. Specific concerns stated by the faculty were:

1. Customer Service – ORSP is very responsive during proposal review, approval, and submission. Faculty state that after the proposal is awarded, there are multiple points of contact which make it difficult to resolve problems. It is often necessary to follow-up with multiple individuals to resolve a problem or receive an answer to a question.
2. Financial Information – Limited financial information is readily available to PIs and department staff. The financial information that is available is reportedly difficult to use and often does not provide the information necessary to manage a project. For example, the information available to faculty in PeopleSoft does not provide detailed salary data (i.e., who was charged to a project and for what period). When information is provided, such as the LCD distributions by ORSP, it is often 3 months or more after the expenses have posted.
3. Timeliness – The processing of documents and other administrative items is not timely. It is also difficult to determine who to follow-up with regarding outstanding items. Often, it is necessary to submit documentation multiple times. Specific examples stated include:
 - Grant Hiring – Hiring an individual may take a significant amount of time, in at least one instance, up to 1 year. Hiring an individual at the Foundation is significantly easier than at SFSU.
 - LCD changes – LCD changes take 60-90 days to process.
 - Credits for vacation time and sick leave may take 6 months or more to process.
4. Accuracy – Information between systems often does not reconcile. Specific examples stated include:
 - Appointment forms generated in the ORSP shadow system do not reflect the amount in PeopleSoft
 - LCD payroll reports provided to the departments are difficult to reconcile to the General Ledger (little detail is provided in PeopleSoft for payroll adjustments made for prior months, payroll adjustments corrected more than one time are processed using a manual journal entry and not reflected in LCD, etc.)
5. Procurement – The procurement system is difficult to use, especially because faculty use it infrequently.
6. Work Orders (between SFSU and the Foundation) – It is often difficult to get work orders processed and there does not seem to be good communication between SFSU and the Foundation. Invoicing the Foundation for expenses have taken more than 6 months to process at times.
7. Late/Revised Financial Reports – A number of faculty state that they have been contacted by sponsors regarding late or revised financial reports. One PI stated that it is necessary to contact Fiscal Affairs to make sure financial reports are submitted on time. Fiscal Affairs states that late financial reports do not happen frequently, and are typically due to an intentional delay to allow an adjustment to process so the report submitted to the sponsor is accurate.
8. Travel Reimbursement – Reimbursement for travel costs often take a long time to process and require follow-up. Fiscal Affairs states that very few complaints are

received related to travel reimbursement and claims submitted according to procedure have no delay.

9. Training – No research administration specific training is provided. For example, training would be beneficial for new faculty.

1. Action Items – PI/Departments

1. Increase the number of department staff that provide research administration support to faculty.

SFSU provides less department level support to assist faculty with research administration than other universities. Huron suggested that good benchmarks are 1 administrator dedicated to research administration for every \$4 to \$6 million in annual sponsored expenditures or 1 administrator for every 25-40 sponsored projects. Recognizing that it will be difficult to set a precise target that can be consistently applied across all departments, a range for acceptable staffing for research administration support should be established. More specific targets should then be identified by school, noting the principle differences in management responsibilities for the unique portfolio of research. It is important to note that proposed benchmarks are only relevant if the person is dedicated solely to research administration and has relevant training and experience.

SFSU should develop measurable criteria (such as research expenditures per FTE or awards per FTE) for making staffing decisions within the academic units. If an academic unit has the research volume to warrant its own research administrator (based on the defined criteria), it should have the option of keeping the research administrators in the local unit. If an academic unit does not have the research volume to warrant its own research administrators or if it does not want the responsibility for managing its own research administrators, a “multi-unit support services” model should be adopted where academic units within a college share administrators.

The most common model for leading research universities is to provide support to the departments to hire staff dedicated 100% to research administration. Other universities hire research administrators centrally who are physically located in departments to support the faculty. Either model should work for SFSU. We recommend having the ORSP office hire the department research administration staff at SFSU. This model is most successful when department faculty and/or staff are also involved in the hiring process. Having these individuals report to ORSP will promote a collaborative effort between the central and department research administration staff. ORSP would also train these individuals which will help with the implementation of changes to SFSU procedures when they occur. Although these individuals will report to ORSP, departments will be responsible for their day-to-day supervision and their feedback will be incorporated into performance reviews.

2. Develop a comprehensive sponsored projects administration training program for faculty and department staff.

See ORSP – General Office action item 7.

3. Provide a single point of contract for PI's and department staff.

See ORSP – Post Award action item 15.

ORSP – General Office [Category 2]

The ORSP office was divided into three primary areas: 1) Pre-Award, 2) Post-Award, and 3) Personnel. Currently, the ORSP organization includes two additional areas: Compliance and Technical Support. A section below is dedicated to each of these areas. There are 2 FTEs in ORSP that provide general support to the entire office, the Compliance Officer and IT Consultant.

The responsibilities of the Compliance Officer include:

- Generating, distributing, and collecting, effort reports for each certification period
- Generating, distributing and collecting A-133 audit certifications
- Assist with preparing information for SFSU Internal Audit
- Assist with preparing information for external auditors
- Develop management reports
- Maintaining procedures and developing new procedures as necessary
- Assisting with training for ORSP, departments, and faculty

The ORSP IT Consultant's responsibilities include:

- Providing general technology support to ORSP (phones, networking computers, etc.)
- Maintaining ORSP databases in FileMaker Pro
- Maintaining the Document Management System (DMS)
- Managing the network domain (security, back-up, etc.)
- Ordering and set-up of IT equipment
- Distributing information using the ORSP list serve (as requested)

2. Action Items – ORSP General Office

4. The Compliance Officer will assume the following additional responsibilities:

- Providing quality assurance/compliance reviews. For example:
 - Periodic review of grant files to confirm existing documentation is consistent with PeopleSoft
 - Periodic review of expenditures to confirm any unallowable items were identified
 - Provide report of outstanding effort reports to the Director of ORSP or Internal Audit
 - Provide report of outstanding A-133 audit certifications to the Director of ORSP or Internal Audit

5. Create/redesign the ORSP Technical Support Unit whose tasks will revolve around HRMS and some FMS needs that should be carried out by ORSP. There are four areas of IT- related work and their functions and duties are as follows:

- a. IT Desktop Support – Maintain servers, networks, peripherals, provide maintenance for existing databases, train staff, ensure security and sustainability, and conduct back-ups.
- b. Web Manager – Increasing need for web services: portal, forms, online training and compliance program.
- c. ORSP-DOIT-HRMS-FMS Interface It expert – Grants.gov planning and all other large responsibilities of coordinating, planning, and serving as the leading expert in strategic and office wide planning and new system implementation. The responsibilities will include supporting the implementation with planning, conceptual work, and coordination.
- d. Programmer/Analyst – Supports all CMS (HRMS and FMS) functions with DOIT expertise and works directly with Position No. 3, above.

6. A new Special Projects Manager position was created and filled in August 2006. Responsibilities include:

- Participate in training new ORSP employees
- Contribute to develop a formal training program for new or existing ORSP staff
- Develop training initiatives for faculty and department staff (e.g., new research faculty training, training for new department research administrators, etc.)
- Provide assistance to ORSP Director with special data requests, preparation of information for audits, reporting, etc.

- Provide interim staffing for positions in ORSP Pre and Post Award when turnover occurs.
- Conduct all internal ORSP budget preparation and manage Personnel office matters.

7. Develop a comprehensive sponsored projects administration training program or faculty and department staff (separate training).

In order to provide the faculty and department staff with the information they need to manage their awards effectively, SFSU should develop and implement a research education program for faculty and department administrators. SFSU should consider making this training mandatory. This may include the following:

- Faculty/Department Staff role in compliance
- Overview of Procedures
 - i Direct and indirect costs
 - ii Travel
 - iii Cost sharing
 - iv Purchasing;/P-Cards
 - v Conflict of interest
 - vi Program income
 - vii Close outs
 - viii Cost transfers
 - ix Reporting effort
- Available Resources
- Where to go with questions

8. Modify the entry to ORSP.

Replace two corridor doors with new sidelites and doors. The change will provide an "open door"/customer friendly access when faculty, staff and students visit ORSP. Additionally, replace the latched waist high door at the entrance to the ORSP office with a waist high swinging door. This change will reduce the noise resulting from the door and would provide a more customer friendly entrance. The renovation will allow PI's to hold conversations with Grant Administrators sitting at small stations on which they can spread documents. Currently, there is no room for short meetings.

ORSP – Pre Award [Category 3]

ORSP – Pre Award staff include two Proposal Specialists who are assigned to a portfolio by faculty last name (e.g., A-M, N-Z). A third Proposal Specialist is responsible for Foundation/Development proposals. The Proposal Editor assists faculty on a first come first serve basis with proposal development. The Proposal Support Coordinator assists with the initial review and routing of proposals when they are received in ORSP – Pre Award. The Funding Information Specialist (.5 FTE) reviews websites for funding opportunities and maintains the ORSP website. These individuals report to the ORSP – Pre-Award Manager who reports to the Director of Pre Award and Post Award. The Director of Pre Award and Post award reports to the Associate Vice President of Research and Sponsored Projects.

ORSP – Pre Award responsibilities for research administration include:

- Help faculty identify funding opportunities
- Review proposal submission requirements
- Create proposal budgets
- Assist PI with development of proposal documents
- Review proposal prior to submission
- Submit proposal to sponsor

ORSP – Pre Award currently has 7 Full Time Equivalent (FTEs):

- Director of Pre Award and Post Award (.5 FTE)
- Pre Award Manager (1 FTE)
- Proposal Preparation Specialist (3 FTE)
- Proposal Editor (1 FTE)
- Proposal Support Coordinator (1 FTE)
- Funding Information Specialist (.5 FTE)

3. Action Items – ORSP Pre Award

9. A benchmark should be developed to identify when additional Proposal Specialists should be hired.

Staffing levels in ORSP Pre Award are currently providing the appropriate level of service to the research community. Due to expected growth in research, a benchmark should be developed as to when additional Proposal Specialists will be added. A benchmark of \$15 million for each Proposal Specialist is reasonable.

10. Organize Proposal Specialists by department.

As department research administration staff is hired, aligning Proposal Specialist by department will provide a single point of contact in ORSP Pre Award.

11. Develop a Senior Proposal Specialist position (two levels of Proposal Specialists).

All Proposal Specialists are at the same level in the current ORSP organizational structure. Creating two levels will provide the opportunity for mentoring, training, and career growth. Senior Proposal Specialists should be teamed with Proposal Specialists. With the current organizational structure, there should be one Senior Proposal Specialist. As research at SFSU grows, consider creating teams of 2 -3 Proposal Specialist for each Senior Proposal Specialist.

12. ORSP should have responsibility for reviewing proposals requiring a 501c3 status. This process is currently a shared responsibility between the Development Office, Foundation, and ORSP.

Having the responsibility for all proposal reviews coordinated through ORSP will provide a single point of contact for faculty. ORSP also has staff dedicated to proposal review and will have more information related to institutional approvals and compliance requirements. This will require:

- Incorporating Foundation proposals into ORSP
- Creating a process during proposal development to allow for the SFSU Foundation to review and approve the proposal
- Communicating to the faculty that all proposals should be submitted through ORSP
- Limiting the Foundation involvement to a review of the budget

13. The requirement of 501c3 status should be confirmed with sponsors prior to submitting a proposal through the Foundation. Submit proposals through the Foundation only after contacting the sponsor and confirming that not-for-profit status institutions are not eligible.

Some Sponsors will publicly state that a recipient's 501c3 status is a requirement for funding but when contacted will waive the requirement with a recipient's proof of not-for-profit status. Confirm that the sponsor requires a 501c3 status. Reducing the number of proposals that require SFSU Foundation review will improve the efficiency of the proposal development and submission process.

ORSP – Post Award [Category 4]

ORSP – Post Award staff include four Grant Administrators who are assigned to a portfolio by department. There are two Grants Support Coordinators that assist the Grants Administrators. There are two teams of Grant Administrators, one Grants Support Coordinator is assigned to each team. The Grants Support Assistant coordinates the subcontract agreement process. These individuals report to the Manager of Post Award who reports to the Director of Pre Award and Post Award. The Director of Pre Award and Post Award reports to the Associate Vice President for Research and Sponsored Projects.

ORSP – Post Award responsibilities for research administration include:

- Set-up accounts for sponsored projects
- Work with Procurement to negotiate new awards and issue subcontracts
- Review and approve non-personnel expenses
- Review P-Card transactions
- Review non-personnel cost transfers
- Review personnel cost transfers

ORSP – Post Award currently has 8.5 Full Time Equivalent (FTEs):

- Director of Pre Award and Post Award (.5 FTE)
- Post Award Manager (1 FTE)
- Grants Administrator (4 FTE)
- Grants Support Coordinator (2 FTE)
- Grants Support Assistant (1 FTE)

4. Action Items – ORSP Post Award

14. A benchmark should be developed to identify when additional Grants Administrators should be hired.

Staffing levels in ORSP Post Award are currently providing the appropriate level of service to the research community. Due to expected growth in research, a benchmark should be developed as to when to hire additional Grant Administrators.

15. Develop a single point of contact, “one stop shop” approach for providing service to PI/Departments.

Grant Administrators should develop a “one stop” shop approach to providing service to the research community. PI’s and Departments should be able to contact the Grant Administrator and request information and assistance. For example, if a form was forwarded for processing and the Grant Administrator is contacted, they should follow-up with the appropriate office for the PI and then provide a response.

16. ORSP Post Award should have responsibility for reviewing and approving personnel and non-personnel expenses on sponsored projects. This is currently a shared responsibility between Fiscal Affairs and ORSP.

Currently the process of approving personnel transactions by confirming the availability of funds and a project’s time period is a shared responsibility between Fiscal Affairs and ORSP. Moving ownership of these processes to ORSP will allow for increased accountability.

Note: Currently ORSP Personnel and Fiscal Affairs review personnel expenses and ORSP Post award reviews non-personnel expenses.

17. Continue to team Grants Administrators with Grants Support Coordinators.

This structure creates a senior and junior level and provides an opportunity for mentoring, training, and career growth. If a senior and junior level model is developed in ORSP Pre-Award (see action item 3 ORSP – Pre Award, #11), compare the responsibilities of the Grants Administrators and the Senior Proposal Specialist related to compensation.

ORSP – Personnel [Category 5]

ORSP – Personnel staff include one Senior Personnel Specialist and three Personnel Specialists who divide job responsibilities by employee level in the following way:

- Sr. Personnel Specialist – faculty
- Personnel Specialists – staff
- Personnel Specialist – hourly and students
- Personnel Specialist – assist Proposal Specialists with workload

ORSP – Personnel staff also includes a Personnel Assistant position to receive and log forms and provide assistance as requested to the Personnel Specialists. The Receptionist position for the ORSP office also reports to ORSP – Personnel. These individuals report to the ORSP Personnel Manager. The ORSP Personnel Manager reports to the Associate Vice President for Research and Sponsored Projects.

ORSP – Personnel responsibilities for research administration include:

- Develop personnel budget for proposals and verify current salaries
- Hire grant related personnel
- Process changes in employment status (e.g., reappointments, separations, funding source changes, etc.)
- Enter and reconcile payroll information (e.g., ETRAC, time and Labor for students and hourly staff, payroll reconciliation, absence reports, etc.)
- Process LCD change forms
- Process RRT requests
- Review payments for Honoraria, Stipends, and Independent Contractors
- Effort Reporting (this was recently transitioned to the Compliance Officer)

ORSP – Personnel currently has 7 Full Time Equivalents (FTEs):

- Personnel Manager (1 FTE)
- Sr. Personnel Specialist (1 FTE)
- Personnel Specialist (3 FTE)
- Personnel Assistant (1 FTE)
- Receptionist (1 FTE)

5. Action Items – ORSP Personnel

- 18. Reorganize tasks currently done by the ORSP – Personnel. Move HR related tasks (grant hiring, appointments, etc.) to SFSU HR. This will likely require creating a specialized team for sponsored projects. Move tasks non-related to HR (e.g., proposal budget development, reviewing personnel cost transfers) to ORSP Pre and Post Award.**

Integrating processes completed by ORSP – Personnel into other areas of the institution will create efficiencies and move ORSP from operating as a separate entity from the rest of the university. Many research institutions integrate many of the responsibilities as follows:

- Pre Award - Develop personnel budget for proposals and verify current salaries
- Human Resources - Hire grant related personnel
- Human Resources - Process changes in employment status (e.g., reappointments, separations, funding source changes, etc.)
- Human Resources/ Payroll - Enter and reconcile payroll information (e.g., ETRAC, time and Labor for students and hourly staff, payroll reconciliation, absence reports, etc.)
- Post Award – Confirm funding availability and dates for personnel transactions
- Post-Award - Process LCD change forms
- N/A - Process RRT requests
- Post Award - Review payments for Honoraria, Stipends, and Independent Contractors
- Compliance Officer – Effort Reporting (this has already been transitioned)

Note: It is important to consider implementing this action item in conjunction with the procedure action items provided for each of these tasks (see the Procedure action items document). For each task, it will be necessary to develop and train staff on the new business process prior to implementation. This includes ensuring the appropriate technology is in place to support the new processes. Consider transitioning these tasks in phases.

Fiscal Affairs – Accounting [Category 6]

Fiscal Affairs - Accounting staff includes five Accountants. Responsibilities are divided as listed in the section below that discusses the FTEs. One Accountant position, that assists the other Accountants with sponsored project administration .5 FTE is currently vacant. There are two Accounting Analysts who share the responsibility of sponsored project AR reporting and sending past due notifications to sponsors (.3 FTE total). These individuals report to the Associate Controller. This Associate Controller and two other Associate Controllers in Fiscal Affairs (these two Associate controllers are not involved with sponsored project administration) report to the Controller. The Controller reports to the Associate Vice President of Fiscal Affairs.

Fiscal Affairs – Accounting responsibilities for research administration include:

- Invoicing
- Financial Reporting
- Accounts Receivable
- Closeouts
- Letter of Credit (LOC) draw

Fiscal Affairs - Accounting currently has 3.6 Full Time Equivalents (FTEs) dedicated to research administration:

- Controller (.3 FTE)
- Associate controller (.2 FTE)
- Accountant (LCD review, process non-personnel cost transfers, open sponsored project accounts in PeopleSoft) (1 FTE)
- Accountant (financial reporting, LOC draw) (1 FTE)
- Accountant (invoicing) (.3 FTE)
- Accounting Analyst (Account Receivable) (.3 FTE between 2 individuals)
- Accountant (assist other accountants as necessary) (.5 FTE) - vacant

6. Action Items – Fiscal Affairs Accounting

19. Fiscal Affairs should have responsibility for AR collection and closing projects in PeopleSoft. This is currently a shared responsibility between Fiscal Affairs and ORSP.

Currently the process of collecting AR, reconciling, closing sponsored projects in PeopleSoft is a shared responsibility between Fiscal Affairs and ORSP. Moving responsibility for these processes to Fiscal Affairs will allow for increased accountability. A detailed process for following up with faculty when an invoice is not paid due an outstanding deliverable (e.g., technical report) is provided in the Accounts Receivable and Closeout procedure documents. Deficit balances not paid after 6 months due to an outstanding deliverable or other PI requirement will be transferred to the PI's unit until the invoice is paid by the sponsor. There is a process for notifying the PI , Department Chair, and College Dean in advance if this occurs (the Department Chair and College Dean are notified after 5 months if resolution is not made following prior communication with the PI).

20. Hire one additional accountant for financial reporting.

Fiscal Affairs should hire one additional Accountant for financial reporting. A good benchmark is 250 active projects (excluding the closeout population) per accountant. Currently, SFSU has approximately 400 active projects. Additionally, this benchmark should be used as a guide as to when additional Accountants should be hired.

Hiring an additional accountant will provide the resources necessary to meet the current financial reporting demands in addition to other responsibilities that are assigned to the current Accountant (e.g., LOC draw).

21. Consider developing a Senior Accountant level (two levels of Accountants).

Creating a Senior Accountant level will provide the opportunity for mentoring, training, and career growth. Senior Accountants should be teamed with junior level Accountants. As research at SFSU grows, consider creating teams of 2 - 3 Accountants for each Senior Accountant.

22. As research grows, consider creating a Cash Management Specialist position.

Cash Management Specialist could include:

- Accounts Receivable - Follow-up and collection of outstanding Accounts Receivable (AR). Dedicating an individual to collecting AR for sponsored projects should reduce the average days outstanding of AR. In addition to improving AR management, this should help reduce the number of closeouts on an ongoing basis.
- LOC Draw - As SFSU considers completing the LOC draws more

frequently (Huron recommends drawing monthly vs. quarterly for an institution of SFSU's research volume), managing the LOC draw process will require additional resources.

- Tracking Accounts Receivable – The responsibility for tracking AR and developing AR management reports could be transitioned to this position.

Fiscal Affairs – Procurement [Category 7]

Sponsored research related activities only account for a small portion of the FTE's in the Procurement Office. Research administration related activities in Procurement are done by the Director and Assistant Procurement Officer. The Director reviews and negotiates subcontracts, non-federal grants, and contracts to SFSU. The director also signs all subcontracts from SFSU to other institutions. Recently, the Director has started to delegate these responsibilities to the Assistant Procurement Officer. Staff in both ORSP and Procurement state that this process is currently working well. The Director of Procurement reports to the Associate Vice President of Fiscal Affairs.

Fiscal Affairs – Procurement research administration responsibilities include:

- Signing and mailing subcontracts from SFSU
- Reviewing and negotiating non-federal grants and contracts to SFSU

Fiscal Affairs – Procurement has .4 Full Time Equivalent (FTEs) that assist with review, negotiation, and execution of subcontract agreements. Additionally, 30% of the purchase orders processed by the Buyers are sponsored project related:

- Director (.2 FTE)
- Assistant Procurement Officer (.2 FTE)
- Buyers (30% of SFSU purchase orders are for sponsored projects)

7. Action Items – Fiscal Affairs Procurement

23. The signature authority for subcontract agreements being issued from SFSU and for agreements to SFSU should remain with the Director of Procurement.

The previous item is revised. The campus will continue its practice of having all subcontracts approved by the Director of Procurement.

Subcontracts from SFSU are approved by the sponsor in the proposal and the agreement is prepared using a template developed by SFSU. The Director of ORSP should sign these agreements which will eliminate the hand-off to Procurement.

24. As research grows at SFSU, consider having ORSP negotiate all sponsored project agreements.

Negotiation of sponsored project agreements at most leading institutions takes place in the ORSP (or equivalent) office. Currently, the SFSU process is working well and procurement has expertise in identifying problematic clauses (indemnification, intellectual property, etc.) so it is not recommended that this transition happen at this time. As research grows and procurement is not able to manage the workload or addition expertise is developed in ORSP, transitioning this procedure to ORSP should be considered.

25. Maintain the current staffing level supporting research administration.

The current staffing level provides the resources necessary to support research administration. As research continues to grow, it will be necessary periodically review staffing levels are appropriate to meet the needs of the research community.

Note: Fiscal Affairs states that contract review, negotiation, and execution being independent of ORSP is a valuable control.

Fiscal Affairs – Accounts Payable [Category 8]

Sponsored research related activities only account for a small portion of the FTEs in the Fiscal Affairs – Accounts Payable office. The P-Card Coordinator and Travel Coordinator each spend a portion of their time reviewing sponsored project related items. Both individuals report to the Manager of Accounts Payable who reports to the Associate Vice President of Fiscal Affairs.

The Accounts Payable staff includes a Procurement Card Coordinator who reviews all P-Card charges for SFSU (less than 50% of these transactions are sponsored project related). As sponsored project and other university P-Card charges at SFSU have increased, Accounts Payable is no longer able to review all P-Card transactions with the current staffing level. Because of the large number of research transactions, most research universities use an audit process to select P-Card transactions to review on a random basis. SFSU has developed a rotating review process that reviews all P-Cards 4 times each year. This process should be continued. Additionally, P-Card transactions and supporting documentation for expenses charged to sponsored projects are reviewed by ORSP – Post Award.

The Accounts Payable staff also includes a Travel Claims Coordinator. Documentation for travel reimbursement is reviewed by this individual (less than 50% of travel claims are for sponsored projects). 100% of the travel reimbursement documentation is currently able to be reviewed and processed by the 1 FTE assigned to this responsibility.

Fiscal Affairs – Accounts Payable research administration responsibilities include:

- Review P-Card Transactions
- Review and process reimbursements for travel expenses

Fiscal Affairs – Accounts Payable currently has approximately 3 Full Time Equivalent (FTEs) dedicated to research administration:

- Accounts Payable Manager (.25 FTE)
- Accounts Payable Supervisor (.25 FTE)
- Procurement Card Coordinator (.5 FTE includes all university P-Card transactions)
- Travel Claims Coordinator (.5 FTE includes all university Travel)
- Processing invoices (1.5 FTE)

8. Action Items – Fiscal Affairs Accounts Payable

26. Maintain the current review/audit process for reviewing P-Card and Travel expenses.

As sponsored research grows, it will be necessary to consider providing additional FTE's to assist with these reviews.

Budget Office [Category 9]

Sponsored research related activities only account for a portion of the FTEs in the Budget Office. There are two Associate Budget Analysts that work as a team and report to the Budget System Coordinator that have the primary responsibility for research administration in the Budget Office. These individuals report to the Budget Officer.

Budget Office research administration responsibilities include:

- Set-up project in PeopleSoft
- Enter payroll (LCD) distribution into PeopleSoft
- Close account in PeopleSoft HR at the conclusion of the project

Budget Office has 2.25 Full Time Equivalent (FTEs) dedicated to research administration:

- Budget Officer (.25 FTE)
- Budget System Coordinator (.5 FTE)
- Associate Budget Analyst (2 individuals) (1.5 FTE)

9. Action Items – Budget Office

27. Maintain the current staffing level supporting research administration.

The current staffing level provides the resources necessary to support research administration. As research continues to grow, it will be necessary periodically review staffing levels are appropriate to meet the needs of the research community.