

**Research Administration Implementation Action Plan  
Updated March 2008**

Category	Item No.	Description	Category	Priority No.	Priority No. sug.	Next action taken	%	Item Compl.	No Action Will Be Taken
1	<b>PI/Departments:</b>								
1	1	Increase the number of department staff that provide research administration support to faculty.	PI/Departments	1		Two positions added in COSE; plans are underway to add other positions in other colleges.	10		
1	2	A comprehensive sponsored projects administration training program for faculty and department staff is being developed	PI/Departments	1		Training workshops are now available throughout the year.	100		✓
1	3	Provide a single point of contact for PI's and department staff.	PI/Departments			This will be addressed in the future.			
2	<b>ORSP General</b>								
2	4	In addition to the current responsibilities of the Compliance Officer, consider additional responsibilities for this position including: Providing quality assurance/compliance reviews, assist with preparing information for SFSU Internal audit and external auditors, develop management reports, maintain procedures and develop new procedures as necessary, assist with training for ORSP, departments, and faculty	ORSP General	1		The Compliance Officer has assumed responsibility for coordinating project close-outs and training. Currently, the Compliance Officer supervises one Compliance Assistant.	100		✓
2	5	The responsibilities of the IT Consultant in ORSP should expand. Opportunities to expand this position include: 1. Assist ORSP Pre-Award transition to electronic research administration initiatives as required by NIH and other sponsors such as grants.gov and 2. Participate in ORSP related IT initiatives such as planning for the implementation of a grants management solution.	ORSP General	2		ORSP hired a Systems Interface Specialist who works in conjunction with the Programmer Analyst, the IT Consultant, and the Web Specialist. The Systems Interface Specialist and the Programmer Analyst develop database enhancements, expand data processing capability, and collaborate with grants.gov, web-based services, with DOIT, FA, and HR.	100		✓
2	6	A Special Project Manager position was created and filled in August 2006. Responsibilities include: Participate in training new ORSP employees, Continue 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, and provide interim staffing for positions in ORSP Pre and Post-Award when turnover occurs, coordinate project closeout efforts	ORSP General	2		The Compliance Officer has assumed responsibility for the major duties of the Special Projects Manager.	100		✓
2	7	Develop a comprehensive sponsored projects administration training program for faculty and department staff (separate training). 1. Faculty/Department Staff role in compliance, 2. overview of procedures, 3. available resources, 4. where to go with questions	ORSP General	1		The Compliance Officer and the Training Specialist plan and conduct these training opportunities. This is on-going work; training opportunities are offered year-round.	50		
2	8	Modify the entry to ORSP.	ORSP General	3		Initial site evaluation was conducted in September 2006. An initial budget is filed for consideration.	10		
3	<b>ORSP Pre-Award:</b>								
3	9	A benchmark is being developed to identify when additional Proposal Specialists will be hired.	ORSP Pre Award		1				
3	10	Organize Proposal Specialists by department.	ORSP Pre Award		4				
3	11	Develop a Senior Proposal Specialist position (two levels of Proposal Specialists).	ORSP Pre Award		4				
3	12	ORSP has 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			Initiated discussions with Foundation in June, 2007. The Foundation has been replaced by the University Corporation, SFSU. There are clear roles for the Foundation and for ORSP.	100		✓
3	13	Nonprofit 501c3 status will 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		1		100		✓

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4	<b>ORSP Post-Award:</b>								
4	14	Currently benchmark data is being developed to identify when additional Grants Administrators should be hired.	ORSP Post Award	1		In addition to the four existing Grants Administrators, two new positions were approved in 2007. One position was filled in May 2007 and ORSP is recruiting for the second position. Following approval in June 2007 for three additional Grant Support Coordinator positions, ORSP is actively recruiting for these positions.	85		
4	15	Develop a single point of contact, "one stop shop" approach for providing service to PI/Departments.	ORSP Post Award	4		This will be addressed in the reorganization proposal.			
4	16	ORSP Post Award has responsibility for reviewing and approving personnel and non-personnel expenses on sponsored projects.	ORSP Post Award	2					
4	17	Create teams of Grants Administrators with Grants Support Coordinators.	ORSP Post Award	1		ORSP is working on implementing teams in Post-Award.	50		
5	<b>ORSP Personnel :</b>								
5	18a	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.	ORSP Personnel	5		These tasks are under review.	25		
5	18b	• Pre Award - Develop personnel budget for proposals and verify current salaries	ORSP Personnel	4					✓
5	18c	• Human Resources - Hire grant related personnel	ORSP Personnel	1			100	✓	
5	18d	• Human Resources - Process changes in employment status (e.g., reappointments, separations, funding source changes, etc.)	ORSP Personnel				100	✓	
5	18e	• Human Resources/ Payroll - Enter and reconcile payroll information (e.g., ETRAC, Time and Labor for students and hourly staff, payroll reconciliation, absence reports, etc.)	ORSP Personnel						
5	18f	• Post Award – Confirm funding availability and dates for personnel transactions	ORSP Personnel						
5	18g	• Post-Award - Process LCD change forms	ORSP Personnel						
5	18h	• Post Award - Review payments for Honoraria, Stipends, and Independent Contractors	ORSP Personnel						
6	<b>Fiscal Affairs Accounting</b>								
6	19	Fiscal Affairs has the responsibility for AR collection and closing projects in PeopleSoft. This is currently a shared responsibility between Fiscal Affairs and ORSP.	Fiscal Affairs Accounting		1	This will be addressed in the future.	50		
6	20	One additional accountant has been hired for financial reporting.	Fiscal Affairs Accounting	1	2		100	✓	
6	21	Consider developing a Senior Accountant level (two levels of Accountants).	Fiscal Affairs Accounting	1			100	✓	
6	22	As research grows, consider creating a Cash Management Specialist position. Cash Management Specialist could include Accounts Receivable, LOC Draw, Tracking Accounts Receivable	Fiscal Affairs Accounting	1	2	Fiscal Affairs will consider making a request for additional positions as needed.			✓
7	<b>Fiscal Affairs Procurement:</b>								
7	23	Signature authority for sub-contract agreements issued by SFSU and for agreements to SFSU shall remain with the Director of Procurement.	Fiscal Affairs Procurement	2					✓
7	24	As research grows at SFSU, ORSP will negotiate sponsored project agreements.	Fiscal Affairs Procurement		3				✓
7	25	Maintain the current staffing level supporting research administration.	Fiscal Affairs Procurement	1		The current staffing levels are being reviewed by FA.	50		

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8	<b>Fiscal Affairs Accounts Payable :</b>								
8	26	Maintain the current review / audit process for reviewing P-Card and Travel expenses.	Fiscal Affairs Accounts Payable	1			100	✓	
9	<b>Budget Office:</b>								
9	27	Maintain the current staffing level supporting research administration.	Budget Office			The current staffing level is being maintained.			✓
10	<b>Sub-Recipient Monitoring:</b>								
10	28	Monitor sub-recipients for work performed on grants and for A-133 compliance.	Sub-Recipient Monitoring	1			100	✓	
10	29	Streamline the Sub-Recipient Invoice Review Process.	Sub-Recipient Monitoring	1			100	✓	
11	<b>Cost Transfers:</b>								
11	<b>Cost Transfers (General)</b>								
11	30	Modify the cost transfer procedures to ensure a consistent process for all personnel and non-personnel cost transfers.	Cost Transfers (General)	2		This policy is in place.	100	✓	
11	31	Develop a standard cost transfer request form submitted through the ORSP website that a PI can use to request both personnel and non-personnel cost transfers (currently the forms are different).	Cost Transfers (General)	2		A draft of the form has been created.	50		
11	32	Route cost transfers electronically.	Cost Transfers (General)	2		This will be addressed in the future.			
11	33	Revise documentation required for cost transfers.	Cost Transfers (General)	2		This will be addressed in the future. This item is complete for non-personnel.	20		
11	34	Obtain signature approval from a department chairperson for cost transfer requests more than 90 days after the expense was incurred.	Cost Transfers (General)	2					✓
11	35	Cost transfers submitted more than 45 days after an award has ended will not be processed.	Cost Transfers (General)	2		This is under review by Fiscal Affairs and ORSP.	35		
11	<b>Cost Transfers (Personnel)</b>								
11	36	ORSP Personnel will process and upload the personnel cost transfers into the LCD screen in PeopleSoft HRMS.	Cost Transfers (Personnel)	2					✓
11	37	Eliminate duplicative data entry when processing a personnel cost transfer.	Cost Transfers (Personnel)			This will be addressed in the future by the technical implementation.			
11	<b>Cost Transfers (Non - Personnel)</b>								
11	38	<b>[No Recommendations.] Pending ORSP-FA analysis</b>	Cost Transfers (Non - Personnel)	2		This will be addressed in the future.			
12	<b>Closeout:</b>								
12	39	Reduce the number of open awards that are past their termination date.	Closeout	1		Policies and procedures are in progress so that this is occurring. The number of open awards past their termination date has decreased and were addressed by the ORSP - FA working group.	100	✓	
12	40	Implement a specific timeline for the closeout process that states when steps will be completed. For example, a letter should be sent to the PI 60 to 90 days before the end of the award to notify the PI that the project is scheduled to end.	Closeout	1		This has been addressed by the Closeout Policy and Procedure issued in December, 2007.	100	✓	
12	41	Develop an "on-hold" status in PeopleSoft that restricts expenses from posting to sponsored projects, but will allow cash/revenue to post.	Closeout	1		No action will be taken. "On-hold" status is not possible in the PeopleSoft baseline.			✓
12	42	Fiscal Affairs should place the project "on-hold" after completing the final financial report.	Closeout	1		Projects are placed on "inactive" status after the financial report is completed.	100	✓	
12	43	Fiscal Affairs should deactivate (change the status from "on-hold" to "inactive") in PeopleSoft after the final cash payment is received.	Closeout	1			100	✓	

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13	<b>Financial Reporting:</b>								
13	44	Provide PI's and ORSP an opportunity to review the final financial report before it is submitted to the sponsor.	Financial Reporting	1		This is part of the Closeout Policy and Procedure issued in December, 2007. This is sent by e-mail to ORSP and the PI.	75		
13	45	Use PeopleSoft to track financial report due dates.	Financial Reporting		2	This will be addressed by the larger technical implementation in the future.	5		
14	<b>Residual Funds:</b>								
14	46	Transfer residual fund credit balances to a PI's unit.	Residual Funds	1	1	When allowable by the sponsor's terms and conditions, this is done.	100	✓	
14	47	Campus administration should retain the Facilities & Administrative on the residual funds.	Residual Funds	3	2	This is currently done by SFSU.	100	✓	
14	48	Transfer deficit balances not resulting from an error by central administration (e.g., ORSP, Fiscal Affairs, etc.) to a PI's unit.	Residual Funds	1	1	The policy was issued in February, 2008.	100	✓	
15	<b>Proposal Development:</b>								
15	49	Provide comprehensive salary information to ORSP Pre-Award.	Proposal Development	3			100	✓	
15	50	Provide faculty with a "checklist" document for proposal submissions.	Proposal Development	3		This has been created and implemented on the website.	100	✓	
15	51	Adopt standard templates for routine Pre-Award correspondence.	Proposal Development	3			100	✓	
15	52	Provide PIs with a updates on all proposal development email correspondence.	Proposal Development	3			100	✓	
15	53	Improve the integration of the online PI Checklist Form.	Proposal Development	3			100	✓	
15	54	Add questions to the Online PI Checklist Form to identify potential exports or deemed exports that require additional review.	Proposal Development	3		This will be added in the new proposed form.			
15	55	Establish one log to record proposal submissions.	Proposal Development	3			100	✓	
15	56	Generate monthly and annual reports on proposal activity.	Proposal Development	3			100	✓	
15	57	Redistribute the workload of Proposal Specialists.	Proposal Development	3			100	✓	
15	58	Use actual faculty salary and benefit information on proposal budgets.	Proposal Development	3			100	✓	
15	59	Increase communications and outreach to the University Community.	Proposal Development	3		ORSP provides information in meetings and training. ORSP Administrators are available for comments and feedback.	100	✓	
15	60	Standardize the review process for proposals.	Proposal Development	3			100	✓	
15	61	Have ORSP process SFSU Foundation Proposals (those requiring a 501c3 status).	Proposal Development	3			100	✓	
16	<b>Identification of Funding Sources:</b>								
16	62	Train and encourage faculty to use the Sponsored Programs Information Network (SPIN).	Identification of Funding Sources	3		This is part of the procedures created in February, 2008.	100	✓	
17	<b>Cost Share:</b>								
17	63	Limit cost sharing to situations where it is required by the sponsor or related to strategic university initiatives.	Cost Share	2			100	✓	
17	64	Set-up companion cost share account for all SFSU committed cost sharing.	Cost Share	2		This includes all cost-share except labor cost-share.	100	✓	
17	65	Develop a companion cost share account to track cost sharing from sub-recipients.	Cost Share	2			100	✓	
18	<b>Accounts Receivable:</b>								

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18	66	Develop an Accounts Receivable Aging Report in the Accounts Receivable Module (ARM).	Accounts Receivable		3		100	✓	

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18	67	Fiscal Affairs should follow up by phone with invoices that are 75 days past due. Currently ORSP follows-up on outstanding invoices.	Accounts Receivable		3	This is addressed in the Accounts Receivable Procedure drafted in December, 2007.	100	✓	
19	<b>Cash Management:</b>								
19	68	[No Recommendations.] Pending ORSP-FA analysis	Cash Management			This procedure is in place as of February, 2008.	100	✓	
20	<b>Electronic Draw of Federal Funds (LOC / ASAP / EGrant):</b>								
20	69	Create a customized query in PeopleSoft to identify federal awards that are billed using an electronic payment mechanism.	Electronic Draw of Federal Funds (LOC / ASAP / EGrant)		3	This will be addressed in the current technical implementation in April 2008.			
20	70	Reconcile the electronic draw to the financial report only if an expense adjustment was made to the award that affected the expense balance since the last draw period.	Electronic Draw of Federal Funds (LOC / ASAP / EGrant)		3				✓
20	71	Increase the frequency of the LOC draw from quarterly to monthly.	Electronic Draw of Federal Funds (LOC / ASAP / EGrant)		3	This is completed in the procedure for Electronic Draw of Funds in February, 2008.	100	✓	
20	72	Review the possibility of having payments for federally sponsored projects (e.g., NIH, NSF, etc.) sent directly to SFSU. Currently, payments are made to CSU central offices and a remittance must be completed by SFSU to receive payment.	Electronic Draw of Federal Funds (LOC / ASAP / EGrant)		3		100	✓	
21	<b>Internal Controls:</b>								
21	73	Internal Audit should periodically monitor the Internal Control Procedures for sponsored projects administration.	Internal Controls			The Compliance Officer conducts spot checks of Post-Award files. Internal Audit meets with ORSP regularly. Internal Audit initiated a process of review focusing on NSF awards specifically.	50		
22	<b>Meals and Entertainment Expenses:</b>								
22	74	[No Recommendations.] Pending ORSP-FA analysis	Meals and Entertainment Expenses			The reorganization proposal will address this and Fiscal Affairs is expected to take examine and analyze this item.			
23	<b>Online Purchasing/P Cards:</b>								
23	75	Establish a default unit account for sponsored project P-Cards.	Online Purchasing/P Cards						✓
23	76	When a P-Card is cancelled, do not require the destroyed card be sent to ORSP on the Certification of Card Destruction Form.	Online Purchasing/P Cards						✓
24	<b>Personnel:</b>								
24	<b>General</b>								
24	77	Modify the GL report to include detail of personnel expenses.	Personnel (General)		3	This will be addressed in the future by the technical implementation.			
24	78	Route PeopleSoft grant related ORSP (Department 3080) appointments through the ORSP Grants Administrator instead of the Fiscal Affairs Accountant.	Personnel (General)		3		100	✓	
24	79	Improve the functionality of PeopleSoft HRMS for ORSP Personnel.	Personnel (General)		3	The technical implementation will address this issue.	30		
24	80	Modify sponsored project GL reports to include encumbrances for personnel expenses.	Personnel (General)		3				✓
24	81	Allow email confirmations from faculty to hire grant funded positions.	Personnel (General)		3	This will be addressed in the future.			✓
24	82	Initiate personnel actions at the time of award set up based on the award.	Personnel (General)		3	This will be addressed in the future.			
24	83	Enhance PeopleSoft to incorporate date logic into appointment information.	Personnel (General)		3	This will be addressed in the future.	5		
24	84	Redesign Reporting Process for Leave and Sick Time.	Personnel (General)		3	The absence management system is being built and will address this issue.			✓
24	85	Include fringe benefit detail by individual in PeopleSoft.	Personnel (General)		3	This will be addressed in the future.	5		
24	86	Institute a benefits pool to allow to draw from it.	Personnel (General)			This will be a combined effort between Human Resources, Fiscal Affairs and ORSP.			

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24		<b>Payroll for Students, Hourly and Salaried Positions</b>							
24	87	Eliminate dual appointments for students.	Personnel Payroll for Students, Hourly and Salaried Positions						✓
24	88	Replace the RRT system used to charge faculty salary to sponsored projects for the academic semesters.	Personnel Payroll for Students, Hourly and Salaried Positions						✓
25		<b>Stipends and Tuition Reimbursement:</b>							
25	89	Make the Stipend Appointment Form clearer to limit potential confusion.	Stipends and Tuition Reimbursement				100	✓	
26		<b>Travel:</b>							
26	90	Charge travel advances to a PI's unit.	Travel						✓
27		<b>Budget Revisions:</b>							
27	91	Establish a procedure for processing revised budgets at the Pre and Post-Award stages of a sponsored project.	Budget Revisions			This is a procedure completed in February, 2008.	100	✓	
28		<b>Conflict of Interest:</b>							
28	92	Recertify Financial Conflict of Interest Disclosure on an annual basis.	Conflict of Interest			Last conflict of interest annual certification occurred in October, 2007.	100	✓	
28	93	When a Conflict of Interest is disclosed, the AVP will work with the individual to address the conflict.	Conflict of Interest			This is addressed in the policy and procedure.	100	✓	
28	94	Develop a training program for research faculty on SFSU Conflict of Interest policies and procedures.	Conflict of Interest			This is a top priority for the policy and procedures development.	10		
29		<b>Sub-Contracts (Execution and Approval):</b>							
29	95	The Director of Procurement should negotiate all subcontracts received by SFSU. Currently this is a shared responsibility between the Director of Procurement and ORSP.	Subcontracts (execution and approval)		2				✓
29	96	Review sub-recipient credentials prior to issuing an agreement.	Subcontracts (execution and approval)		2	ORSP will be reviewing the procedures for this issue. Currently the sub-recipient is checked on the debarment list.	90		
29	97	Require A-133 information to be received from sub-recipients before signing the agreement and executing the agreement.	Subcontracts (execution and approval)		2		90		
30		<b>Human and Animal Subjects; Biosafety; and other Committee</b>							
30		<b>Approvals/Renewals:</b>							
30	98	Coordinate Protocol Approval Information between Office for the Protection of Human and Animal Subjects and ORSP.	Human and Animal Subjects; Biosafety; and other Committee (Approvals/Renewals)				100	✓	
30	99	Sponsored projects should be matched with the relevant Protocol and tracked in PeopleSoft.	Human and Animal Subjects; Biosafety; and other Committee (Approvals/Renewals)			ORSP will coordinate this effort. This is currently being tracked by ORSP and Office for the Protection of Human and Animal Subjects.	50		
30	100	Update the Human and Animal Subjects Policy for the University.	Human and Animal Subjects; Biosafety; and other Committee (Approvals/Renewals)			The Committee for the Protection of Human and Animal Subjects reports that the animal portion is current. The human subjects portion is expected to be completed in 2008.	65		
31		<b>Award Acceptance and Negotiation:</b>							
31	101	Require ORSP to review the terms and conditions of all new awards. Develop election synopsis system for all purposes.	Award Acceptance and Negotiation			This will be a combined effort between ORSP and Fiscal Affairs.	50		
32		<b>Intellectual Property Identification:</b>							

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	32	102	Formalize an Intellectual Property Policy for the University.	Intellectual Property Identification			This will be lead by ORSP and the University Research Council.	50		
	33	<b>Effort Reporting:</b>								
	33	103	Monitor effort distribution and follow-up.	Effort Reporting	1			100	✓	
	33	104	Develop a policy that clearly defines SFSU institutional base salary and workload.	Effort Reporting				100	✓	
	33	105	Consider implementing an online Effort Reporting system.	Effort Reporting						
	34	<b>Award Set-up:</b>								
	34	106	Use one system to log proposal and award information.	Award Set-up	1			100	✓	
	34	107	Establish process with IRB, etc. Require all sponsor and SFSU approvals and disclosures to be complete before an award is set up in PeopleSoft.	Award Set-up			The Committee for the Protection of Human and Animal Subjects has been working with ORSP to develop a process which requires approvals and disclosures.	50		
	34	108	Utilize project attribute screens in PeopleSoft.	Award Set-up			This is completed in FMS.	100	✓	
	35	<b>Records Retention:</b>								
	35	109	Maintain all documentation related to sponsored projects in ORSP and Fiscal Affairs award folders.	Records Retention	1		This is addressed in the Document Management Policy and Procedure.	100	✓	
	35	110	Develop a schedule for purging documents.	Records Retention				50		
	35	111	Review the record retention procedure for equipment. Coordinate w/ Property Management.	Records Retention				50		
	36	<b>Financial and Management Reporting:</b>								
	36	112	Develop key financial and management reports to measure the effectiveness of business processes in sponsored project administrative offices.	Financial and Management Reporting			This is being addressed by the smaller technical implementation.	20		
	36	113	Set target benchmark goals for the financial and management reports that support continuous improvement and stimulate exceptional performance.	Financial and Management Reporting			This is being addressed by the smaller technical implementation.	25		
	36	114	Monitor the financial and management reports and communicate the outcomes in a meaningful way to SFSU leadership.	Financial and Management Reporting			This is being addressed by the smaller technical implementation.	20		
	37	<b>Invoicing:</b>								
	37	115	Use PeopleSoft to schedule invoices.	Invoicing		3	This will be addressed in the future.			
	37	116	Develop a new enhanced invoice template in ARM with input fields that match the PeopleSoft Snapshot Report*.	Invoicing		3	This will be addressed in the future.			
	37	117	Reduce the amount of supporting documentation attached to the invoice sent to the sponsor.	Invoicing		3		100	✓	
	38	<b>Direct and Indirect Charging:</b>								
	38	118	Communicate OMB A-21 expense regulations through a Direct and Indirect Charging Procedure.	Direct and Indirect Charging				100	✓	
	38	119	Create budget control in PeopleSoft that limits the expenditures charged to a project to the awarded amount.	Direct and Indirect Charging			Budget control can not be isolated to SG Fund.			✓
	39	<b>Procedure Documents:</b>								
	39	120	Develop a process for reviewing and updating the procedure documents on an ongoing basis.	Procedure Documents	4		ORSP and FA will review their own policy and procedure documents. Both are committed to updating as needed.	50		

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40	<b>Technology:</b>								
40	121	SFSU should form a committee to address the reporting needs for sponsored projects.	Technology			Each one of these items is being addressed via the ORSP Task Force, which involves DOIT, HR, FA, and ORSP. The Task Force meets weekly to resolve issues that involve the day-to-day operations as well as the strategic plans for optimizing ORSP services and performance. A smaller group meets with lo Consulting to establish a process for the adoption of a data management system for ORSP that integrates with HR, FMS, and will concentrate all ORSP data in one single platform. This group reports to Provost Gemello and VP Morishita. In addition, ORSP is re-organizing its internal operations and has created a Technology Support Unit that will have expanded responsibilities. ORSP is responsible for identifying reporting needs.	100	✓	
40	122	Minimize the use of technology outside PeopleSoft (i.e., "shadow systems").	Technology	2		The Post-Award DMS (a "shadow system") is being replaced by FMS and other shadow systems are being examined.	30		
40	123	Utilize PeopleSoft more effectively.	Technology	2		In December 2007, Post-Award DMS transition to FMS is completed. ORSP is planning to utilize PeopleSoft more effectively.	50		
40	124	Record expenditure item dates as well as posting dates for personnel and non-personnel expenses.	Technology			This will be addressed in the future.			
40	125	Implement a system designed for grants management.	Technology	2		The original plan has been revamped to encompass a much smaller technical implementation focus. This will not be implemented immediately but will be addressed in the future.			
40	126	All MS Excel spreadsheets that contain important information should be backed up to the shared (network) drive.	Technology	2			100	✓	
41	<b>Training:</b>								
41	127	The central research administration offices should create a training process for new and existing staff.	Training	1		There is a calendar of ORSP training for staff which includes many trainings for staff.	70		
41	128	Determine the research administration training needs of faculty, department research administrators and central research administrators. Develop and implement a research education program to meet these needs. SFSU should consider making training mandatory.	Training	1		ORSP will continue to spearhead this process.	50		
41	129	Post the external procedure documents on the ORSP website.	Training	1			100	✓	
41	130	ORSP and Fiscal Affairs management should review the procedure documents developed by Huron with their staff.	Training	2			100	✓	
42	<b>Communication:</b>								
42	131	When possible, Fiscal Affairs and ORSP should develop collaborative approach and shared responsibility.	Communication	1		Since Summer 2006, ORSP and FA staff meet weekly to work collaboratively on joint solutions. In the reorganization proposal, FA and ORSP will work very closely on this implementation.	100	✓	
43	<b>Website:</b>								
43	132	Update the ORSP website.	Website	3		Improvements have been made to the existing website including training materials and forms webpage. ORSP will continue to update the information on the website as needed.	50		
44	<b>Grants.gov</b>								
44	133	Develop system for implementation of Grants.gov submission.	Grants.gov	1		ORSP will continue to update following requirements as necessary.	100	✓	

Items		
Completed	64	48%
No Action Will be Taken	19	14%
In Progress	36	27%
To be Addressed	14	11%
Total	133	100%