Research Administration Training Seminar

Agenda – Day One
- Research Roles and Responsibilities
- Policies and Procedures overview
- OSR Overview
- Pre-Award Overview/Working with Industry
- ORD
- Cost Sharing
- Research Safety
- COI

Check Your Knowledge

Wesley McQuerry
Study Coordinator, Northstar Medical Center
- Study Coordinator for HIV/AIDS FDA drug trial
  - Created 15-20 subjects to enroll in trial, provided own blood, stool and EKG results
  - Forged subjects’ signatures and doctors’ signatures on medical evaluations
  - Deposited over $2100 of subjects’ gift checks
  - Lied on his resume, failing to disclose his conviction for embezzling more that $164,000 from DePaul University

- Fired, criminal convictions, debarment, $200,000 in restitution, three year prison sentence.
- Judge stated that McQuerry was left largely unsupervised and was under pressure to complete the study.

Administrative Business
- Breaks, bathrooms, food
- Slides
- Different presenters
- Purple folder
- Questions/participation
- Survey after each day

Jay Walsh, PhD, Vice President for Research
Research Administration Training: Why?
• To better understand our role at the University
• To protect the research:
  ➢ Data
  ➢ Participants
  ➢ Funding
  ➢ Integrity of the research
  ➢ The public’s trust
• Recipient of federal funds
  ➢ Northwestern received $676.5 million in sponsored research funding in FY 2017
  ➢ Northwestern ranked 16 in NIH and 45 in NSF research funding to universities in FY 2016
• Mandatory regulations and policies
  Ensuring compliance remains a priority for the federal government and Northwestern University

Introduction

Fiduciary Duty
• Fiscal Fiduciary Duty:
  – Northwestern University, faculty and staff have a duty to ensure research funding is spent as intended
  – Funding agencies have to rely on institutional and personal integrity
  – Rules and regulations provide us with parameters
  – Regulations will always be a part of research

Training Objectives
During this seminar we will:
• Explain the research administration process
• Discuss the roles & responsibilities of research faculty and staff
• Describe the roles of the central research offices
• Review the regulatory fundamentals that form the foundation of research administration

Roles & Responsibilities
Michelle Stallionis
Senior Compliance Specialist
Office for Research Integrity

Questions?
Research Administration Roles

All 3 levels work together to support research and the research administration process.

Roles & Responsibilities

Central Unit

Principal Investigator

PI Responsibilities

• Direct and oversee all research activities
• Foster a culture of research integrity
• Responsible for fiscal and administrative management of research
• Conduct research in an objective and unbiased manner in compliance with policies and regulations
• Manage all research staff, including co-investigators, post-doctoral trainees, fellows, students, technicians and lab managers
• Assure that all key research personnel have met training requirements
• Ensure appropriate resources for research conduct

Unit Responsibilities

• Provide support for PI’s research pursuits while ensuring adherence to all applicable regulations and policies
• Support PI with fiscal and administrative management of research
• Communicate proposal deadlines, pre-award processes and policies to the PI
• Complete post-award administration of research grants and/or contracts
• Communicate with PI to complete effort commitment profile and to track and monitor effort commitments
• Assist PI to prepare IRB or IACUC protocol submissions, when applicable

Department Chair Responsibilities

• Act as liaison to other University units
• Ensure research objectives of the department, school, and University are consistent
• Confirm commitment to policies and regulations and take appropriate actions to ensure the Universities commitment to compliance
• Oversee the faculty in relation to their research activities, including collaborative, large-scale research initiatives
• Ensure infrastructure, personnel and other resources are sufficient to meet departmental research needs and strategic vision
• Communicate all research-related training requirements to faculty and staff

http://researchroles.northwestern.edu
AVPs for Research Responsibilities

- Oversee all Office for Research (OR) compliance and operational units
- Oversee Research Centers and Core Facilities
- Strategic planning for University research
- Liaison to basic science and clinical research communities, liaison to Northwestern University Clinical and Translational Science Institute (NUCATS)
- Manages communications to foster the flow of information between OR and its constituents
- OR representative on University committees
- Oversight of OR strategic planning

OSR Responsibilities

- Proposal validation and submission
- Negotiate, execute, and accept contract and grant awards
- Award notification
- Account establishment
- Issue sub-awards
- Interpret award terms and conditions

ORD Responsibilities

- Identify appropriate funding opportunities
- Provide research administration support for large and/or complex grants
- Assist with grant proposal development
- Provide grantsmanship training
- Provide assistance obtaining institutional commitments and cost-sharing for proposals
- Provide assistance establishing external partnerships and affiliated subcontracts

Core Facilities Administration Responsibilities

- Core Facilities Administration provides financial support, administrative oversight, professional development, assessment and communication of shared research resources to advance the research mission of Northwestern University.
- Electron and confocal microscopes
- Functional MRI facilities
- Core Facilities are recharge centers, operating under a fee-for-service model, with the mission of enabling research at Northwestern

INVO Responsibilities

- Provide support for Northwestern’s expanding innovative culture
- Entrance point for moving Northwestern’s inventions to the public
- INVO consists of:
  - Intellectual Property and Licensing group
  - The New Ventures group
  - The Community Outreach group

ORS Responsibilities

- Chemical, biological, radiation, and general laboratory safety training and oversight
- Compliance oversight (all of the above) — interactions with multiple state and federal agencies
- Hazardous waste disposal
- Emergency response
- Security oversight for materials of national security interest
- Administration of various safety committees
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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</table>
| **IRB Office Responsibilities** | • Support the Institutional Review Board ("IRB")  
• Assist PIs and the research community in minimizing risk to human subjects  
• Ensure compliance with federal laws and Northwestern policy regarding human subject research  
• Respond to allegations of human subject research non-compliance  
• Conduct quality assurance and training |
| **IACUC Office Responsibilities** | • Support the Institutional Animal Care and Use Committee ("IACUC")  
• Work with CCM to protect welfare of animal subjects  
• Ensure compliance with federal laws and Northwestern policy regarding animal subject research  
• Inspect animal facilities and laboratories  
• Respond to allegations of animal subject research non-compliance  
• Conduct post-approval monitoring and training |
| **CCM Responsibilities** | • Support faculty using animals  
• Oversee the humane care and use of animals  
• House research animals, maintain support space and services for the use of animals  
• Provide training in the care and use of animals |
| **NUCOI Responsibilities** | • Oversee and implement the University faculty and staff conflict of interest policies and procedures  
• Ensure University compliance with applicable conflict of interest regulatory requirements  
• Provide guidance and support to the University community regarding conflict of interest policies, systems, standards, and procedures  
• Administer and support the activities of University Conflict of Interest Committees |
| **OECC Responsibilities** | • Establish and oversee a centralized resource ensuring University compliance with the various export control regulations  
• Provide education and outreach  
• Partner with offices across both campuses to ensure a unified approach and message regarding compliance  
• Maintain records demonstrating steps taken to comply with the regulations  
• Conduct restricted party screenings |
| **ORI Responsibilities** | • Promote research integrity and the responsible conduct of research  
• Help researchers navigate the complex research compliance and administrative arenas  
• Serve as a confidential source for reporting research related concerns  
• Facilitate review of alleged research misconduct  
• Coordinate quarterly research administration training seminars  
• Track compliance with NSF RCR training requirements |
Northwestern Scholars

- Searchable database of research expertise across all disciplines at Northwestern University
- Ability to explore the profiles and research output (publications, patents, visual works, performances, etc.) of thousands of faculty, and learn about core research facilities at Northwestern
- View collaboration networks among researchers within Northwestern and with external scholars.
  
  https://www.scholars.northwestern.edu/

OR Administration

- Administrative Services
- Financial Administration
- Research IT Strategy and Operations
- Research Communications
- Office for Research Strategic Planning and Coordination
- University Research Center Administration
  
  https://research.northwestern.edu/research-offices

Other Related Northwestern Offices

ASRSP Responsibilities

- Financial status reports, sponsor reimbursements, and award close out
- Approve transactions over 90 days
- Coordinate financial audits
- Inventory government-titled equipment
- Administer effort certification process
- Process subcontract invoices
- Promote compliance with policies

Cost Studies Responsibilities

- Development and negotiation of the University’s F&A Rate
- Oversee and analyze recharge activities
- Review of selected sponsored project expenditures
- Work with effort coordinators to enable quarterly effort certification
- Maintain Effort Reporting System/Committed Effort Management (ERS/CEM)
- Provide training on effort reporting policies and ERS/CEM
- Provide determination of cost transfer policies and review of cost transfers
- Manage compliance with Uniform Guidance (2 CFR 200) cost accounting practices

Research Centers

http://www.research.northwestern.edu/centers
Questions?

Roles & Responsibilities

Michelle Stallonis
Senior Compliance Specialist
Office for Research Integrity

Policies & Procedures

Regulatory Pyramid

Grant or Contract Terms
University Policies & Procedures
Sponsor Specific Policies
Federal Policies

Policies & Procedures

Federal Policies

- For Example:
  - Office of Management and Budget (OMB) Uniform Guidance:
    - A reform that supersedes and streamlined language from
      eight existing OMB Circulars into one consolidated set of
guidance.
    - Applied to audit periods starting on December 26, 2014.

Policies & Procedures

Sponsor Specific Policies

NIH Grants Policy Statement (GPS)
- Contains:
  - Policy requirements that serve as the terms and
    conditions of NIH grants
  - Info on NIH as an organization
  - NIH grant process


Policies & Procedures

NSF Grants Policy Manual (GPM)
- Contains:
  - Policies and procedures used by grantees and NSF
  - NSF award process
  - Guidance for unique grant requirements


Policies & Procedures

Federal Demonstration Partnership (FDP):
- Cooperative agreement between federal agencies and awardees
- Established to increase research productivity
- Minimizes the administrative burden on principal investigators
- Gives designated Universities more freedom to manage federal
  awards
- NSF is the host of participating agency documents relating to FDP

http://sites.nationalacademies.org/PGA/fdp/PGA_054588

Policies & Procedures
University Policies & Procedures

- Focused on establishing how Northwestern complies with federal guidelines
- For Example:
  - Uniform Guidance establishes a need for effort reporting
  - NIH GPS and NSF GPM further define expectations
  - Northwestern must determine how to meet these guidelines via its Effort Reporting Policies
- Last revised on 6/26/2014

Grant or Contract Terms

- The grant may specify even more detailed terms, conditions, and research administration procedures
- For Example:
  - Carry Forward Balance
  - Human Research Participant Training
  - Rebudgeting Restrictions

Questions?

Networking/Break

Why research?

The Office for Sponsored Research (OSR): An Overview

Office for Sponsored Research

"Skin Gel Stops Breast Cancer Growth"

"Why Do Families Keep Secrets?"

"Printing Human Organs"

"Reducing the Achievement Gap"

"New HIV Test will Help Developing World"

"Touch Screens That Touch You Back"
The University – Sponsor Relationship

- Why universities engage in research
  - Generate and disseminate knowledge
  - Maintain high-quality educational environment (sponsored research helps maximize available resources)

- Why sponsors provide research support
  - Common ideology
  - Large, established university infrastructure
  - Top faculty and student talent

What is a Sponsored Project?

Specific research, training, service, or similar activity for which funding, data and/or material support is provided by an external sponsor under an agreement with the University

Common Sponsor Types

- Federal government
  - National Institutes of Health (NIH)
  - National Science Foundation (NSF)
  - Department of Defense (DOD)
  - Department of Energy (DOE)

- State and local governments

- Foundations/nonprofits

- Industry

- International entities

Funding Mechanisms

- Formal means through which a sponsor contracts with a recipient institution to provide funding

<table>
<thead>
<tr>
<th>Mechanism Type</th>
<th>Grants</th>
<th>Cooperative Agreements</th>
<th>Contracts</th>
<th>Subcontracts*</th>
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</thead>
<tbody>
<tr>
<td>Typically Issued by</td>
<td>Government Agencies, Foundations and Nonprofits</td>
<td>Government Agencies, Foundations and Nonprofits</td>
<td>Industry and Government Agencies</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Grants vs. Gifts

- **Grants**
  - No specified statement of work, deliverables, budget, or period of performance
  - Minimal reporting requirements
  - Irrevocable
  - Work with Development Office
  - Subject to University policy

- **Gifts**
  - Funding provided in response to an institutionally-endorsed proposal submitted to sponsor
  - Specified statement of work, deliverables, budget, and period of performance
  - Technical and financial reporting requirements
  - Subject to terms and conditions of sponsor
  - Must be routed through OSR
  - Subject to OUI policy

Non-Financial Research Agreements

- Data Use Agreements (DUA)
- Non-Disclosure Agreements (NDA)/Confidentiality Disclosure Agreements (CDA)
- Facility Use Agreements
- Material Transfer Agreements (MTA)
Northwestern By The Numbers

• For FY 2017, we had:
  – 291 proposals submitted a month (3,502 proposals submitted)
  – 277 awards set-up per month (3,328 awards total)
  – 359 contracts executed per month (4,308 contracts)

OSR Mission

The Office for Sponsored Research assists investigators in proposing and managing sponsored programs in support of Northwestern University’s mission of innovative research, excellent teaching, and public service.

• Northwestern’s central research administration office
• Institutional point of contact for external research sponsors
• Comprehensive pre-award and post-award services
• Assistance with the interpretation of regulatory requirements and policy

The Sponsored Project Life Cycle

Summary of OSR Responsibilities

• Facilitating all Northwestern sponsored research activities
• Advising faculty and staff on proposal development and broader sponsored research issues (including cost accounting standards)
• Interpreting agency and Northwestern policy, guidelines, and terms and conditions
• Endorsement of Institutional proposals and resulting awards
• Negotiation and acceptance of awards
• Award establishment
• Subaward issuance
• Reporting on Northwestern sponsored research activity
• Guidance on award management issues
• Represent Northwestern nationally
• Respond to OIG audits and subpoenas

Roles & Responsibilities: Grants Team

Grants Officers
• Pre-award services (e.g. Proposal review, institutional endorsement, and submission)
• Award review and negotiation
• Post-award non-financial management
• Ensure compliance with sponsor & University policies and processes
• Liaison with sponsors and funding agencies on behalf of faculty and administrators

Grants Assistants
• Pre- and post-award support services to Grants Officers (e.g. Proposal review prep)
• Award set-up
• Liaison with ASRSP, research administrators, and other departmental administrators
### Roles & Responsibilities: Contracts Team

**Contracts Officers**
- Draft, review, and negotiate:
  - Clinical trial agreements
  - Industry-sponsored basic research agreements
  - Non-financial sponsored programs agreements (e.g., Material Transfer Agreements (MTA), Data Use Agreements (DUA) and Non-Disclosure Agreements (NDA / Confidentiality Disclosure Agreements (CDA)
  - Other related contracts
- Ensure compliance with sponsor & University policies and processes

**Research Analyst / Coordinators of Administration and Grants**
- Provide administrative support for industry-sponsored clinical trials
- Process related MTAs, DUA, NDAs/CDAs
- Review and maintain proposal and award data in InfoEd

### Roles & Responsibilities: Info Team

**Systems and Data**
- Provide functional assistance for InfoEd and ESPR
- Analyze and report research data to executive leadership
- Ensure data integrity, namely quality assurance for proposal and award activity
- Maintain institutional ERA accounts and assist individuals with external ERA systems (e.g., eRA Commons, Fast Lane)

**Communications & Education**
- Manage OSR website and OSR listservs
- Maintain centralized help resources for the research administration community
- Collaborate with OSR offices and university partners to develop resources and implement electronic projects

### With Whom Does OSR Collaborate?

**Organizations and their Acronyms**
- Accounting Services for Research and Sponsored Programs (ASRSP)
- Center for Clinical Research (CCR)
- Conflict of Interest at Northwestern University (NUCOI)
- Innovation and New Ventures Office (INVO)
- Institutional Animal Care and Use Committee (IACUC)
- Institutional Review Board (IRB)
- Office for Export Controls Compliance (OECC)
- Office of Foundation Relations (OFR)
- Office of General Counsel (OGC)
- Risk Management

(not an exhaustive list; examples of common engagements)

### Sponsored Project Online Training (SPOT)

- Web-based training resulting from a partnership between OSR and Training Advisory Committee
- Two training formats:
  - **Mini-courses**: Short (20-to-30 minute) interactive videos that cover a range of topics in sponsored research administration.
  - **Microlearning modules**: 5-minute functionality-oriented videos with each video addressing a discrete task or topic; dynamic "how-to guides" meant to supplement system user guides and other job aides

Find out more here: [http://osr.northwestern.edu/training/spot](http://osr.northwestern.edu/training/spot)

### SPOT: Available Mini-courses

- **Introduction to Sponsored Research**
- **A Beginner's Guide to Sponsored Project Solicitations**
- **Anatomy of an Administrative Shell**
- **Budget Management Basics: Projections and Reconciliations**
- **Proposal Budgets 101**
- **Proposal Budgets 102**
- **How to Read an Award Document**
- **Setting up an Award**

### OSR In-Person Training

- **Hands-on, instructor-led courses** that complement the online SPOT offerings
- **Current offerings cover introductory topics in sponsored research administration**
- **Case study-based**
- **Offered on a quarterly basis, alternating between campuses**
- **Register for classes online at MyHRLearn**
In-Person Courses: Winter 2018

<table>
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<tr>
<th>DATE</th>
<th>TOPIC</th>
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<tbody>
<tr>
<td>Tuesday, Feb. 20th</td>
<td>Reading &amp; Evaluating a Solicitation</td>
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<tr>
<td>Thursday, Feb. 22nd</td>
<td>Proposal Budgets 101</td>
</tr>
<tr>
<td>Tuesday, Feb. 27th</td>
<td>Proposal Budgets 102</td>
</tr>
<tr>
<td>Thursday Mar. 1st</td>
<td>Award Documents &amp; Award Set-up</td>
</tr>
</tbody>
</table>

- Evanston Campus (Tech Institute – MG51)
- 2-hour hands-on, case study-based sessions
- Must complete related SPOT courses before enrolling in corresponding in-person course

Questions?
Visit the OSR website: http://osr.northwestern.edu

Pre-Award Overview
Office for Sponsored Research

What is a Proposal?

- A **proposal** is the document submitted to a prospective sponsor outlining and requesting support for a specific project. Proposals typically include a description of the project’s goals, methods, timelines, personnel, and budget. The terms “proposal” and “application” are often used synonymously.
- **Reasons faculty submit proposals:**
  - Research (Basic & Applied)
  - Instruction
  - Training
  - Construction
  - Public Service

The Sponsored Project Life Cycle

How do sponsors request proposals?

- **Sponsored Project Solicitation:** Request from a sponsor for project proposals, outlining application requirements, submission information, review criteria, and in certain instances award terms and conditions
- **Variety of names:**
  - Funding Opportunity Announcement (FOA)
  - Program Announcement (PA)
  - Request for Applications (RFA)
  - Request for Proposals (RFP)
- The solicitation serves as the roadmap for proposal development, providing the guidelines needed to construct a complete proposal
Proposal components

Technical Components

Administrative Components

Proposal

Statement of Work (SOW)
- Briefly describes the work being performed and is often referred to as an abstract or summary.

Technical Narrative
- Statement of need/impact (why is this work important?)
- Objectives/Goals (what are the researchers hoping to accomplish?)
- Research Plan (how will these goals be accomplished?)
- Specific sections vary from sponsor to sponsor

Other Technical Components
- References cited
- Schedule/Milestones
- Appendices
- Compliance Sections (e.g., human subjects, vertebrate animals)

Not an exhaustive list, examples of common items

Administrative Components

Facilities and Other Resources
- Description of the resources available to perform the proposed project

Biographical Sketches
- An abbreviated CV detailing an individual's professional and educational background, contributions to science, publications, activities etc.

Current and Pending Support
- Information pertaining to current and pending support for the individual from other sponsored projects

Budget

- Itemization of the costs required to complete the proposed project
  - The funding requested must be based on a realistic and reasonable estimate of the cost to complete the work
  - All budgeted costs must be allocable to the project
  - Understanding the SOW is an important piece of budget development

- A large portion of the budget will be devoted to personnel costs (salary and fringe benefits) for most projects
- Other costs might include supplies, services, consulting costs, travel, subawards, and indirect or facilities & administrative costs

Direct vs. Indirect Costs

- **Direct costs**: Directly allocable to the project, common examples include personnel costs, materials and supplies, and travel costs
  - Special considerations: Different types of personnel (e.g., faculty, students), fringe costs, and special cost categories (e.g. Subcontracts, equipment, research subjects / participants costs)

- **Indirect or Facilities and Administrative (F&A) Costs**: Incurred for common or joint objectives and cannot be assigned to a specific sponsored project.
  - Facilities: buildings, maintenance/utilities, library
  - Administrative: general university / departmental admin and services

Budgets: The Big Picture

Direct Costs

Indirect (F&A) Costs

Budget
Budget Justification

- A detailed description and explanation of the requested funding by line item
- Use categories developed by agency
- Relate line items to program objectives
- Ensure level of detail meets sponsor requirements
- Follow sponsor formatting guidelines
- Provide any required backup documentation
- No budget can be adequately reviewed without a justification

Overview of the Budget Building Process

- Begins and ends with sponsor guidelines/templates
  - Read and evaluate the solicitation
  - Identify key budget elements & outline development approach
  - Submit the final, formatted budget and budget justification to OSR
  - Develop the budget and justification components

Learn More about Budgeting

SPOT & OSR In-Person training courses available:

Proposal Budgets 101
- Define key terminology related to budgeting
- Explain how to calculate salary cost and fringe
- Explain how to chose the correct indirect rate and how to calculate indirect costs correctly
- Outline introductory strategies / process for budgeting

Proposal Budgets 102
- Explore in greater detail topics introduce in Proposal Budgets 101, including revising a budget, selecting the correct F&A rate based on project type, and budgeting for special direct cost categories
- Introduce additional key budget terms and concepts

How are Proposals submitted?

- Two general submission methods:
  - System to System: Submitted electronically directly from InfoEd to grants.gov
  - Non-System to System: Submitted outside of InfoEd to the sponsor (e.g. over email or using an external submission platform like the National Science Foundation’s system FastLane)
- ALL proposals require an InfoEd record

Best Practices

- Consistent and clear communication is a must:
  - PI → RA → GA/GO → Agency

- START EARLY and establish a timeline to minimize last minute rushes that will help ensure the best possible proposal goes out the door
- Review proposal guidelines and instructions carefully and thoroughly
- All sponsored projects must go through OSR for review and signature
- Be mindful of all deadlines
Working with Industry

Northwestern vs. Industry Goals

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<thead>
<tr>
<th>Goal</th>
<th>Northwestern</th>
<th>Industry</th>
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<tbody>
<tr>
<td>Overall Objective</td>
<td>• Expand knowledge through teaching, research, and public service</td>
<td>• Develop and commercialize a product, process, and/or service</td>
</tr>
<tr>
<td>Knowledge Dissemination</td>
<td>• Ability to publish with only limited time delay for review of patent rights</td>
<td>• Keep information proprietary and away from competitors</td>
</tr>
<tr>
<td>Knowledge Ownership</td>
<td>• Ownership of intellectual property developed by NU*</td>
<td>• Ownership and control of intellectual property developed by NU</td>
</tr>
<tr>
<td>Funding</td>
<td>• Full F&amp;A recovery</td>
<td>• Reduce costs wherever possible</td>
</tr>
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*Clinical Trials

Clinical Trial Agreements (CTA)

- Establish terms & conditions under which corporate research funding is accepted and conducted by NU
- Help protect NU, faculty, staff & subjects from liability
- Resolve intellectual property issues
- Preserve publication rights and NU data access

Key Risk Areas on Industry Projects

- Pre-spending
- Payment
- Budgets
- Unallowable Costs
- Final Report
- Fixed Price Projects

Key Issues Negotiated

- Publication rights
- Intellectual property
  - Ownership
  - Licensing
  - Background IP
- Confidentiality
- Export controls and foreign national restrictions
- FAR flowdowns

Negotiating with Industry

- Negotiation takes time:
  - Completeness of submission to OSR
  - Negotiating terms of agreements
  - External review when required
  - IRB and budget approval
- Outcome:
  - Contract fully negotiated
  - IRB approval
  - Budget negotiated & approved
  - COI clearance
- Any Updates - Please refer to your InfoEd PD record accessible through the SP Number!
Best Practices

• To expedite negotiations:
  – Make sure to set-up your PD record in InfoEd
  – Email draft agreements to your Senior Contract and Grant Officer and cc the Administrative Coordinator
  – Do not pre-spend if any export control or foreign national restrictions apply
  – Ask for a copy of the prime award (if applicable)
  – Don’t forget to include the InfoEd PD record accessible through the SP Number!
  – Keep your Contracts Officer informed of budget negotiations and IRB approval

Want to Learn More?

• Contact OSR Corporate Team Administrative Coordinators for one-on-one training
• More information on broad principles applicable to clinical research agreements between NU and industry: http://osr.northwestern.edu/clinical-research/industry
• Watch for OSR Brown Bags announced on OSR listserv
• Find My Grants / Contracts Officer: https://osr.northwestern.edu/contact

Our Mission

The Office of Research Development promotes, stimulates and advances the diverse research enterprise across Northwestern University through:

- Facilitating Interdisciplinary Research Programs
- Supporting the Pursuit of Funding Opportunities
- Promoting the Submission of Outstanding Proposals
- Guiding Early Career Investigators
Constituents and Stakeholders

- Northwestern Research Community
  - Deans, Faculty, Researchers, Research Administrators, Post-docs, Graduate and Undergraduate Students
- Federal Funding Agencies
- Office of Foundation Relations
- Office of Government Relations
- Office of Corporate Engagement
- Office for Sponsored Research
- Partners: Affiliates, Industry, Academic and Non-Academic Institutions

Facilitating Interdisciplinary Research Programs

Supporting the Pursuit of Funding Opportunities
Promoting the Submission of Outstanding Proposals
Guiding Early Career Investigators

Research Program Development

Large Interdisciplinary Proposal Development

Programmatic Support

- Develop “Writer’s Outline”
- Guide the conceptual development and writing of: vision, administrative core, management plan, broader impact, education, outreach, postdoc mentoring plan, data management plan, data sharing plan, etc.
- Advise on budget development
- Letters of support
- Sponsor’s summary statements
- Resubmission

Project Management Support

- Generate time-line/roles and responsibilities framework
- Coordinate video/audio conference meetings (PIs, administrators)
- Prepare meeting agenda
- Provide meeting minutes
- Liaise with local RA, OSR, external partners, internal resources, local and external grant writers
- Manage internal and/or external review
- Coordinate site visits

Large Interdisciplinary Proposal Development

Research Administration Support

- Liaise between RA and technical team
- Confirm registrations for all personnel
- Facilitate subcontract procurement
- Format current & pendings and biosketches
- Consolidate facilities documents
- Review all documents as 2nd set of eyes
Large Interdisciplinary Proposal Development: Seed Funding

NU-Interdisciplinary Program 1-2-3

- **I1**: $1,000 for a workshop; rolling submission
- **I2**: $15,000 for expenses pertinent to the submission of a large proposal; rolling submission
- **I3**: $120,000/year for up to 2 years for promoting effective team assembly, developing track record of collaboration, generating preliminary data and submitting a large/center proposal to an external sponsor; annual due date

http://www.research.northwestern.edu/interdisciplinary123/

Requirements:
- Interdisciplinary team (at least 2 schools and 3 departments)
- Innovation
- Societal impact

ORD LINC Series

- Quarterly Event
- Promote anticipated federal funding opportunities
- Bridge communication between schools on a federal agency initiative
- Transfer knowledge between disciplines
- Establish new interdisciplinary connections

Past Events: “Microbiome” and “Internet of Things”

New Weekly Funding Opportunity Alert (ORD INSIGHT)

Anticipate, monitor, identify, and disseminate federal funding opportunities and related information to faculty and staff

- **News and Events**
  - Agency strategic plans, proposer days, meetings/webinars
  - Notice of intent to publish a FOA – NIH
  - Dear Colleague Letters – NSF
  - Information on new federal funding initiatives

- **Funding Opportunities**
  - FOAs screened weekly for eligibility and relevance to NU research
  - “Limited Submission” funding opportunities
  - Divided into 6 research areas: Biomedical & Life Sciences; Engineering & Computer Science; Learning Sciences; Media, Arts & Humanities; Physical Sciences; Social Sciences & Law

Individual FOA listing in Pivot database (or grants.gov)

Ongoing “curated” list by research area in Pivot database
Facilitating Interdisciplinary Research Programs

Supporting the Pursuit of Funding Opportunities

Promoting the Submission of Outstanding Proposals

Guiding Early Career Investigators

Promote the Submission of Outstanding Proposals
- Personalized service to faculty from all disciplines (smaller scale proposals, single investigator, etc.)
  - Clarify and confirm sponsor’s expectations and guidelines
  - Enhance faculty communications with program officers
  - Advise on strategic approaches to developing a proposal
- Outreach and resources
  - "ORD Presents" workshops (DARPA, large grant proposal, shared instrumentation, NSF CAREER)
  - Bring program officers to Northwestern
  - Provide institutional subscription to “Research Development and Grant Writing News”
- Manage the Institutional Limited Submissions Process

Limited Submission
- Funding opportunities for which the sponsor limits the number of applications that may be submitted per institution
- ORD manages the institutional process for selecting nominees for Federal, Foundation, and Corporation funding opportunities
- Northwestern has established a transparent, efficient and effective process for selecting successful nominees

Northwestern’s Limited Submission (LS) Process

Limited Submission: Dissemination of Announcements
- Targeted and inclusive dissemination
- Subject: LIMITED FUNDING OPPORTUNITY: …..
- Summary of opportunity and eligibility criteria
- Link to the sponsor’s website
- Key dates: LOI, internal proposal submission, notification, sponsor deadline
- Instructions: LOI form, internal proposal components, upload information
- All announcements and their status are posted on ORD’s website
- You can opt-in to receive all announcements
Limited Submission: LOIs

- Submission of the LOI by the deadline is **required**, but no binding
- Based on institutional interest:
  - First come, first served
  - Applicants are authorized by ORD to submit a proposal to sponsor
  - A competition is required, all applicants are invited to submit internal proposals

Limited Submission: Review Process

- The Limited Submission Advisory Committee is charged with selecting the most nationally competitive applicants
- Senior faculty from FSM, WCAS, McC, SESP and SoC
- Humanities ad hoc panel is invited as necessary
- Ex officio and ad hoc reviewers are invited as appropriate
- Panel review (video-conference between campuses)
- Selection is requires approval by the VPR

Limited Submission: Notification

- All candidates are notified by email by the stated deadline
- Feedback is provided to all applicants
- Nominees are invited to work with the Office of Foundation Relations on Foundation proposals
- OSR GO is notified

Limited Submission: Outcomes

- Packard Science and Engineering Fellows
  - National awardee each year 2007-11, 2013
  - (of an annual total of 16 fellows from 50 Universities)
- Pew Biomedical Scholars
  - (of an annual total of 21 scholars nationally)

Guiding Early Career Investigators

- Reach out to new faculty, present at new faculty orientations
- Consult and perform customized funding opportunities search, recommend collaborators
- Develop a strategy of applying to prestigious fellowships
- Provide NSF CAREER consultations
- Provide resources for early career investigators on ORD’s website
- Host “ORD Presents” Series
Guiding Early Career Investigators:
ORD Presents

• NSF CAREER Workshop (5/3/17)
• Introduction to Funding Opportunities
• Early Career Funding Opportunities
• Broader Impacts Fair

Please contact ORD if you...

• Are working on a complex proposal
• Find a limited submission opportunity not on our website
• Want to receive ORD Insight and LS FOAs
• Have a question about a federal funding opportunity
• Want to advertise internal seed funding or research events
• Have ideas for future events or thoughts on ways we can improve

Contact Information

Nicole Moore, DSc
Director
nicole.moore@northwestern.edu

Karen Lapidus Cielo, PhD
Associate Director
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Rebecca McNaughton, PhD
Assistant Director
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Megan McConnell
Program Assistant 4
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ORD-NU
@NU_ResearchDev

Follow Us on Social Media

https://ord.northwestern.edu/

Thank you!
Questions??

Networking/Break
Cost Sharing
Office for Sponsored Research

What is Cost Sharing?
• The portion of total project or program costs (direct and indirect) not born by the sponsor
  – The University or a third party (such as a subcontractor or an unfunded collaborator) bears the cost
  – Normally in the form of direct costs (e.g., salary) or with sponsor approval, may take the form of F&A costs where reimbursement is waived or reduced
• Common Types of In-Kind Cost Share
  – Faculty Effort
  – Unrecovered F&A
  – Graduate Student Fellowships
• Appropriate Sources for Cash Funds
  – Gifts
  – Endowments
  – Unrestricted discretionary funds

Cost Matching

• “Cost Sharing = “Cost Matching”
  – Terms can be (and often are) used interchangeably
  – However, the terms “cost matching” often refers to cost sharing agreements in which the amount of sponsor funding is based on an equal or proportionate commitment (e.g., 1:1) from the University.

Types of Cost Sharing

• Mandatory Cost Share (MCS)
• Voluntary Committed Cost Share (VCCS)
• Voluntary Uncommitted Cost Share (VUCS)

Pro / Con of Cost Sharing

• Positive
  – Helps Northwestern be eligible for certain programs
  – Makes Northwestern more competitive for certain programs
  – Helps Northwestern allocate resources to areas of strategic national importance

• Negative
  – Financial
  – Administrative
  – Compliance
  – Investigator
  – F&A Rate Decrease

Institutional Position on Cost Share

• Northwestern only engages in cost sharing when it is in the best overall interest of the University
  – Mandated by sponsor solicitation or policy
  – Deemed appropriate in light of specific circumstances
Requesting Institutional (OR) Support

- Large-Scale, Interdisciplinary Proposals
  - DoD, DoE, NSF
  - NIH Program Project Grants or Center Grants (P Series)
- Instrumentation Proposals
  - NSF Major Research Instrumentation (MRI)
  - NIH Shared & High-End Instrumentation (S10/HEI)
- OR does not consider requests for “cap gap” cost sharing

Cost Sharing Requirements

- Verifiable from the recipient’s records
- Not included as contributions for any other Federally-assisted project or program
- Necessary and reasonable
- Allowable
- Not paid by the Federal Government under another award
- Provided for in the approved budget when required by the Federal awarding agency

Cost Sharing

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Cost Sharing

Unacceptable Forms of Cost Sharing

- Costs funded by other sponsored projects
- Costs pledged as cost sharing for another funded project
- Unfunded salary for effort beyond the contractual appointment period
- Costs reimbursed through the F&A rate
- Salary dollars above the regulatory cap
- Costs not deemed to be necessary and reasonable

Required Cost Share Fund Codes

<table>
<thead>
<tr>
<th>Type</th>
<th>Fund</th>
<th>Cost Share Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory Cost Share</td>
<td>191</td>
<td>Required by sponsors as a matter of statute, regulation or policy, or is indicated in individual solicitations</td>
</tr>
<tr>
<td>Over the Cap Commitment</td>
<td>192</td>
<td>Difference between actual salary and sponsor imposed salary cap (e.g. NIH)</td>
</tr>
<tr>
<td>Voluntary Committed Cost Share</td>
<td>193</td>
<td>Not required by the sponsor as a condition of award but provided at the proposal stage at the discretion of the institution</td>
</tr>
</tbody>
</table>

Accounting for Cost Sharing

- Ensures Northwestern can provide verification that MCS and VCCS obligations have been met
- Ensures proper classification of costs in F&A rate calculation*
- Provides valuable management information in the form of accurate financial accounting*

Cost Sharing Timing & Best Practices

- Start very early: It takes a while to process cost share requests
- MCS, VCCS and Salary-over-the-cap cost must be tracked and reported in F&A proposals and Effort Certification
- Work with OSR to ensure the appropriate cost share chart strings are open upon award notification
- Fund the CS chartstring by a non-sponsored source
- For more info, visit OSR website cost sharing page: https://osr.northwestern.edu/proposals/costsharing
Questions?

Cindi Mason
Manager, Research Safety Training
safety-training@northwestern.edu

ORS Office and Contact Information

Why does Northwestern need ORS?

• Identify hazards
• Control risks
• Manage compliance

Consequences of Noncompliance

• Employee exposure to hazards
• Fines
• Loss of funding
• Legal consequences

Regulatory Agencies

Evanston: Tech NG-71, 847-491-5581
Chicago: Ward B-106, 312-503-8300
E-mail: researchsafety@northwestern.edu
ORS Programs

- Biological Safety
- Laboratory and Chemical Safety
- Radiation and Laser Safety
- Emergency Response
- Hazardous Waste Disposal
- Training

Biological Safety

Dr. Andrea Hall, Biological Safety Officer

Programs:
- Laboratory Safety Reviews
- Recombinant DNA registration
- Human gene transfer
- Bloodborne pathogens
- Infectious agents
- Biohazard waste
- BSL3 laboratories
- Select agents
- Biosafety

Laboratory and Chemical Safety

Dr. Mark Bachrach, Chemical Hygiene Officer

Programs:
- Laboratory Safety Reviews
- Laboratory Safety and Chemical Hygiene Plan
- Lab design review
- General safe work practices
- Engineering controls
- Personal protective equipment
- Respiratory protection
- Safety equipment
- Hazardous processes
- Chemical Fume Hood Inspections
- Engineered nanoparticles

Radiation and Laser Safety

Program Areas:
- Radiation Safety (Jose Macatangay)
  - Training and Audits
  - Radioactive material use authorization
  - RAM inventory, accountability, receiving/shipping
  - X-ray
  - Irradiator Security
- Laser Safety (TJ Whittenhall)
  - Training and Audits
  - Laser use authorization
  - Laser Inventory

Emergency Response

- Hazmat response
- Spill kits
- Incident reporting

Hazardous Waste Disposal

Heritage Environmental Services

- Chemical waste
- Biological waste
- Radioactive waste

http://researchsafety.northwestern.edu/hazardous-waste/hazardous-waste-disposal-guide
Online system designed to inform PIs, Cores and Lab Workers about safety specific to their workplace:

- Regulations
- Engineering controls
- Safe work practices
- Personal protective equipment

https://www.nsis.northwestern.edu

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**NSIS: Principal Investigators**

- If you are new to the University and need to create an NSIS profile, send an email to ops@northwestern.edu. Include your name, department, anticipated date of arrival, and a contact phone number and/or email address. You will receive an email notification once your profile has been set up.

**NSIS: Safety Evaluation**

- Initial visit for new labs then annual*
- Interview PI/Safety Designate and Lab Workers
- Visual inspection
- Deficiencies require follow-up

https://learn.northwestern.edu

**NSIS: Lab Workers**

- Initial visit for new labs then annual*
- Interview PI/Safety Designate and Lab Workers
- Visual inspection
- Deficiencies require follow-up
Safety Services from Other Depts.

Risk Management
- Fire safety, evacuation plans, workers compensation

Procurement and Payment Services
- Purchasing, compressed gases, dry ice and liquid nitrogen

University Police
- Personal safety, security threats and breaches

http://researchsafety.northwestern.edu

Visitors and Volunteers

- Safety regulations extend to visitors and volunteers
- Training required if the person will work unsupervised
- See Human Resources site

http://www.researchsafety.northwestern.edu/training/laboratory-visitors-volunteers

What Now?

- Review ORS website
- Acquire Department Administrator access to NSIS
- Review your department info in NSIS

http://www.researchsafety.northwestern.edu

Questions?

Conflict of Interest/Commitment

Conflict of Interest Office (NUCOI)

Kate Booth
Senior Compliance Specialist

Defining a Conflict of Interest

A situation where an individual’s external financial interests may bias or compromise
- or appear to bias or compromise — an individual’s judgment, objectivity, or decision-making in research

COI
How Do We Handle COIs?

• Disclosure of external interests and relationships
• Review of interests and research to identify COIs
• Elimination, reduction, or management of COIs
• Monitoring compliance with management strategies

Applicable Policies

Northwestern has three policies:

- Policy on Conflict of Interest and Conflict of Commitment
- Conflict of Interest in Research
- Institutional Conflict of Interest in Research

COI & COC at Northwestern

3 Disclosure Types:

• Annual Faculty Disclosure – completed once/year in February by faculty in eDisclosure
• Annual Staff Disclosure – completed once/year in February by staff in eDisclosure
• Research Disclosure – completed prior to engaging in research subject to Northwestern’s policy and on an ongoing basis

What Does a COI Look Like?

Not every disclosed interest/relationship is a COI

Examples of apparent or actual COIs related to research:

• Extensive consulting or other relationship with, or equity interest in, an entity sponsoring research
• Intellectual property rights for product being tested in research
• Use of students/support staff/university resources on external activities
• University dealings with entities with which a personal relationship exists

Why Are We Concerned About COI?

1. To protect the objectivity, credibility, and trustworthiness of our research, our research community (i.e. YOU), and our institution
2. To meet regulations that require the University to have policies and procedures for soliciting disclosure, review, and management of COIs

COI Regulatory Environment
Applicability of Northwestern’s COI in Research Policy:

- All federally-sponsored research
  - PHS, NSF, DOD, DOE, DOJ, etc.
- All industry-sponsored research
- All human subjects research, regardless of funding source
- Agencies that have adopted PHS COI regulations:
  - AHA, PCORI, Susan G. Komen, etc.
- Other sponsors with specific COI requirements

http://www.northwestern.edu/coi/policy/coi_by_sponsor.pdf

Important Terms

**Investigator**

Any individual acting as project director or principal investigator

**AND**

Any other person, regardless of position or title, who is independently responsible for the design, conduct, or reporting of research

**Investigator Role on Project/Proposal**

<table>
<thead>
<tr>
<th>Key Personnel</th>
<th>Investigator?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant</td>
<td>YES - ALWAYS</td>
</tr>
<tr>
<td>Other Significant Contributor</td>
<td></td>
</tr>
<tr>
<td>Research Coordinator</td>
<td></td>
</tr>
<tr>
<td>Graduate Student / Postdoc</td>
<td></td>
</tr>
</tbody>
</table>

Individuals in these categories may or may not be Investigators subject to COI requirements. If there is any question as to whether an individual is an Investigator, the PI must confirm the assignation of project role.

Note: Department administrators or NUCOI may “deactivate” someone as an Investigator on a particular project in eDisclosure, with PI affirmation, if they are in this category and do not meet the definition of Investigator.

For example: The mentor of a graduate student or postdoc on a fellowship may have 0% effort because they are advisory, and may only meet with the trainee quarterly.

Do they significantly contribute to the design, conduct, or reporting of research? YES.

**Investigator Role on IRB Study**

<table>
<thead>
<tr>
<th>Role on IRB Study</th>
<th>Investigator?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Investigator</td>
<td>YES - ALWAYS</td>
</tr>
<tr>
<td>Co-Investigator</td>
<td>YES - ALWAYS</td>
</tr>
<tr>
<td>Study Team Member</td>
<td>NO</td>
</tr>
</tbody>
</table>

**Institutional Responsibilities**

- Any activity that is relevant to what you do at Northwestern. Common related activities include:
  - Editing, Scientific Advisory Board, Consulting, Training
- Things that are likely not related to an Investigator’s institutional responsibilities:
  - Retirement funds, Community Involvement (church groups, PTA service), etc.
**Important Terms**

**Institutional Responsibilities**

Institutional responsibilities is a “grey area” –

Example: Your family owns a pizzeria. Disclose or not?

Does it relate to your teaching, research, or clinical responsibilities?

• “Getting a bigger piece of the pie: Capturing a larger share of a crowded market”

• Taste research on a secret formula that could be commercialized by your family’s restaurant

• Research on the health benefits of a gluten free crust that your restaurant uses

**Significant Financial Interest (SFI)**

An external financial interest for an Investigator and their Immediate Family Member, when aggregated for the 12 months preceding disclosure date, from a single entity, consisting of one or more of the specific interests in the definition

**SFI**s include (see Appendix slides for full definition):

• Any equity in a non-publicly traded company

• Payment*, reimbursed travel*, equity in a publicly traded company†, or IP licensed outside of Northwestern valued at / exceeding $5,000* 

*Excluding federal, state, or local government agencies, US institutions of higher education, academic teaching hospitals, medical center or research institutes affiliated with an institution of higher education

†Excluding retirement accounts and mutual funds

FSM has a $0 disclosure threshold for compensation, intellectual property, interests, and sponsored/reimbursed travel.

**Financial Conflict of Interest (FCOI)**

An SFI that could directly or significantly affect the design, conduct, or reporting of research

**Where To Disclose**

Log-in link:

https://coi.northwestern.edu

**Northwestern’s Process**

Investigator names are entered into InfoEd in Personnel Section

Investigator names are fed into eDisclosure every 20 minutes

Compliance Checkpoint: Before submitting the grant, ALL investigators must have disclosed within the last year (365 days) and completed training within the last four years

InfoEd Proposal Status of the project is updated to “JIT,” “Prespend,” or any “Award” status – this triggers NUCOI review of the project

Compliance Checkpoint: Before opening the chartstring, ALL Investigators must have a status of Information Complete
**Key Compliance Points (Initial)**

Investigators:
- Disclose SFIs
- Complete COI training

OSR & Departments
- Proposal Submission
  - FCOI determination made
  - FCOI managed, as applicable
  - FCOI reported, as applicable

NUCOI & School Deans
- Funding Released

**Tools for Meeting Compliance Points**

- COI Compliance Page in eDisclosure
  - FDP Clearinghouse: [http://sites.nationalacademies.org/PGA/fdp/PGA_070596](http://sites.nationalacademies.org/PGA/fdp/PGA_070596)

**Disclosure Review Process**

- Project Status:
  - Disclosure
  - Review
  - Completed

- Compliance Page Status:
  - Under Review
  - Complete

**A Note on Prespending**

- Prior to drawing funds from the sponsor, a final COI determination must be on record for each Investigator named on the project, but prespending accounts can be opened prior to a final COI determination being made (i.e. when the COI review process is still underway)
  - Although prespending accounts can be opened before final COI determinations are reflected in eDisclosure, please note that each Investigator must have compliant training and disclosure dates on file prior to prespending accounts being opened

**Key Compliance Points (Ongoing)**

Investigators must:
- Disclose new SFIs within 30 days
- Disclose SFIs annually
  - All Staff & Faculty Investigators can do this during the Annual Disclosure process
- Complete COI training before engaging in research and every 4 years (or more frequently if required)

**Roles & Responsibilities**

**Investigators**
- Disclose financial interests related to their institutional responsibilities
- (PI) Identify all individuals who are Investigators on projects

**NUCOI**
- Review disclosed interests relative to research projects
- Work to manage, reduce or eliminate conflicts
- Report to sponsors, as needed
- Assist all other parties

**RA/OSR**
- Verify compliance of disclosure & training dates prior to proposal submission / project initiation
- Assist PIs in identifying all Investigators on a project

**School Deans / Committees**
- Review cases referred by NUCOI
- Assist in managing, reducing or eliminating conflicts for faculty and the institution
Resources

- Policy on Conflict of Interest and Conflict of Commitment:
  http://www.northwestern.edu/coi/policy/core_coi_policy.pdf
- Policy on Conflict of Interest in Research:
  http://www.northwestern.edu/coi/policy/research_policy.pdf
- Northwestern’s Conflict of Interest Office:
  http://www.northwestern.edu/coi/index.html
- FDP Clearinghouse:
  http://sites.nationalacademies.org/PGA/fdp/PGA_070596

Questions?

Help/Assistance

Northwestern Conflict of Interest Office (NUCOI)
nucoi@northwestern.edu / 847.467.4515

Kate Cosgrove Booth – Sr. Compliance Specialist
k-cosgrove@northwestern.edu / 847.467.4163

Garth Huskey – Compliance Analyst
garth.huskey@northwestern.edu / 847.467.6050

Paula Foster – Program Assistant
p-foster@northwestern.edu / 847.467.4515

Significant Financial Interest

- Compensation and/or other payments for service (e.g., salary, consulting, advisory, and/or lecturing fees, paid authorship, gifts, and honoraria) exceeding $5,000*
- Equity interests (e.g., stock, stock options, or other ownership interests) in a publicly-traded entity for which the value exceeds $5,000
- Any equity interests (e.g., stock, stock options, or other ownership interests) in a non-publicly-traded entity
- Intellectual property rights and interests exceeding $5,000* (e.g., patents, copyrights), upon receipt of income related to such rights and interests
- Reimbursed or sponsored travel exceeding $5,000*

*FSM has a $0 value disclosure threshold.

Exclusions to SFI

- Compensation less than $5,000 (unless FSM)
- Any compensation received for lectures, seminars, teaching engagements, or service on advisory committees or review panels relating to federal, state, or local government agencies, an institution of higher education, an academic teaching hospital, a medical center, or a research institute that is affiliated with an institution of higher education, and compensation received from Northwestern funds

Exclusions to SFI

- Sponsored/reimbursed travel less than $5,000 (unless FSM)
- Travel reimbursed or sponsored by a federal, state, or local government agency, an institution of higher education, an academic teaching hospital, a medical center, or a research institute that is affiliated with an institution of higher education
- Intellectual property interests valued at less than $5,000 (unless FSM)
- Royalties received from Northwestern funds
- Unlicensed intellectual property that does not generate income
- Interests in publicly-traded entities valued at less than $5,000, as well as equity interests in any entity through personal retirement accounts and mutual funds
Day 1 is Complete!

Thank you for attending day 1 of the Research Administration Training Seminar!

I will be emailing a brief survey regarding day 1 of this training. Please take a few minutes to fill it out as we are always looking for suggestions for improvement.

The next session is on Tuesday, 1/24 at 9:00am in Lurie – Baldwin Auditorium. If you have any questions or concerns, please do not hesitate to contact me.