Thursday, March 5, 2015 | 8:30 am – 5:00 pm  
FULL DAY PRE-CONFERENCE WORKSHOPS

WORKSHOP 1: POLICY DEVELOPMENT AND IMPLEMENTATION IN THE AGE OF UNIFORM GUIDANCE

WORKSHOP 2: INTRODUCTION TO POST-AWARD

WORKSHOP 3: FINANCIAL COMPLIANCE

8:30 am – 12:00 pm  
HALF DAY MORNING PRE-CONFERENCE WORKSHOPS AND SENIOR LEVEL FORUMS

WORKSHOP 4: POST-AWARD CHALLENGES FOR PRIMARILY UNDERGRADUATE INSTITUTIONS (PUIs) (INCLUDES PRIMER ON THE F&A SHORT FORM)

WORKSHOP 20: SERVICE CENTERS: SET FOR SUCCESS - BEST PRACTICES FOR DEVELOPING RATES AND MAINTAINING COMPLIANCE

WORKSHOP 6: CLINICAL TRIALS MANAGEMENT FOR FINANCIAL MANAGERS

WORKSHOP 7: SUBRECIPIENT MONITORING: AN OVERVIEW

WORKSHOP 8: THE PRE-AWARD OFFICE AND THEIR POST-AWARD DUTIES

WORKSHOP 9: EFFECTIVE CONTROLS FOR MITIGATING AUDIT RISKS

WORKSHOP 10: CONSCIOUS LEADERSHIP: A MANAGEMENT IMPERATIVE

WORKSHOP 11: UNIFORM GUIDANCE: WHAT’S NEW, WHAT’S NOT AND WHAT DO YOU HAVE TO DO ABOUT IT?

SENIOR LEVEL FORUM 12: ANTICIPATING AUDITS AND ENFORCEMENT ACTIONS FOLLOWING THE UNIFORM GUIDANCE (UG): A LOOK AT THE UG HIGHLIGHTS AND HOW THEY MIGHT IMPACT YOUR INSTITUTION IN THE FUTURE

SENIOR LEVEL FORUM 13: RESEARCH ADMINISTRATION HOT ISSUES, CONCERNS AND TOPICS

SENIOR LEVEL FORUM 14: SHARED SERVICES: A NEW MODEL FOR RESEARCH ADMINISTRATION - THE REAL FACTS FOR A TRANSITION

SENIOR LEVEL FORUM 15: MANAGING CHANGE EFFECTIVELY

Thursday, March 5, 2015 | 1:30 – 5:00 pm  
HALF DAY AFTERNOON PRE-CONFERENCE WORKSHOPS AND SENIOR LEVEL FORUMS

WORKSHOP 16: EFFORT REPORTING: EXAMINING THE NEW ERA AND CREATING A COMPLIANT EFFORT REPORTING SYSTEM

WORKSHOP 17: THE F&A PROPOSAL: STARTING FROM SCRATCH, ENDING WITH RATES

WORKSHOP 18: BUILDING BRIDGES: A CROSSWALK BETWEEN THE UNIFORM GUIDANCE AND A-21/A-110

WORKSHOP 19: FINANCIAL MANAGEMENT OF SPONSORED AWARDS: CONFESSIONS FROM A DEPARTMENT ADMINISTRATOR

WORKSHOP 5: UNIFORM GUIDANCE IMPLEMENTATION

WORKSHOP 21: UNDERSTANDING COST SHARING

WORKSHOP 22: NUMBERS TELL THE STORY: HOW TO DEVELOP, MONITOR, AND MANAGE BUDGETS FOR SPONSORED PROGRAMS

WORKSHOP 23: CONTRACTING: TERMS AND CONCEPTS FOR THE POST-AWARD ADMINISTRATOR

SENIOR LEVEL FORUM 24: FINANCIAL COMPLIANCE – THE CHALLENGES THAT SENIOR ADMINISTRATORS CURRENTLY FACE

SENIOR LEVEL FORUM 25: COMPLEX SERVICE CENTER COST ANALYSIS STRATEGIES AND ADVANCED TOPICS

SENIOR LEVEL FORUM 26: HOT TOPICS - FACILITIES & ADMINISTRATIVE (F&A) RATES

SENIOR LEVEL FORUM 27: DATA IS NOT A FOUR LETTER WORD
WORKSHOP 1  ADVANCED

POLICY DEVELOPMENT AND IMPLEMENTATION IN THE AGE OF UNIFORM GUIDANCE

Institutional Policy reflects the principles that underlie all sponsored program activity on our campuses. It is the framework for many everyday decisions, and it is a signal of our understanding of sponsor guidelines and regulations. Our policies, along with agency regulations, form the standards against which our auditors will measure our performance. The “go-live” for the Uniform Guidance has caused all organizations to look at its existing policies for edits and gaps. This workshop will discuss the methods commonly used to create and revise sponsored programs policies, offer some analysis of the strengths and weaknesses of each approach, and present options for formats and typical content elements. In addition, workshop participants will consider the techniques used to promulgate policy across the campus to research administrators and to faculty. There are other issues that will come into consideration in the workshop, including the process for evaluating policies against Federal Standards, internal control frameworks, the application to certain classes of sponsored projects, and the approach to reviewing and refreshing established policies. The workshop will include a look at some specific policies that were most commonly created or revised after the Uniform Guidance went into effect.

Learning Objectives: Participants will gain different perspectives about the process of creating policies for sponsored programs operations, acquire multiple views about ways to implement policies and gain insights into potential strategies for policy "rollout."

Prerequisite: This workshop is intended for senior administrators who have experience creating and applying policy.

Patricia Hawk*, Director, Sponsored Programs, Oregon State University
Robert Andresen, Director of Research Financial Services, Associate Director, Research and Sponsored Programs, University of Wisconsin-Madison
Peggy S. Lowry, Program Director, NCURA Peer Programs, National Council of University Research Administrators

WORKSHOP 2  BASIC

INTRODUCTION TO POST-AWARD

This beginner post-award administration workshop is a professional development opportunity that focuses primarily on the foundational financial aspects of research administration. This workshop provides an overview of financial regulatory compliance landscape, highlighting the impact the Uniform Guidance has on post-award administration.

Learning Objectives: Participants will learn about post-award administration from proposal budget to closeout and beyond through a variety of cases, discussion and lectures.

Roseann Luongo*, Associate Director, Training and Compliance, Harvard University
Carrie Chesbro*, Sponsored Projects Administrator Post-Award, University of Oregon
**WORKSHOP 3**  
**INTERMEDIATE**  

**FINANCIAL COMPLIANCE**  
Compliance is an institutional responsibility beginning in pre-award and extending throughout post-award and closeout. Critical elements of internal controls are necessary in our research structures. As research administrators, we must make certain that we adequately establish policies to manage, minimize and mitigate potential risks related to compliance. This workshop will include an overview of the financial and research compliance areas while offering strategies to mitigate associated risks. We will also share personal experiences, case studies and reports from the Office of Inspector General to convey proven strategies to provide participants with alternative ways to reduce risk.

**Learning Objectives:**  
- Participants will learn about the financial and research compliance areas and the current audit environment related to financial and research compliance, including specific audits at universities.  
- Participants will also gain insight into possible strategies to mitigate these risks and will gain perspective on the Uniform Guidance and how it will impact these compliance areas.

**Prerequisite:** Participants should have a basic understanding of pre- and post-award functions and 3-5 years working in a research administration environment.

Barbara Cole*, Associate Vice President, Research Administration, University of Miami  
Doug Horr, Executive Director of University Compliance Services, University of Miami  
Jill Tincher, Executive Director of Strategic Initiative, Office of Research Administration, University of Miami

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**WORKSHOP 4**  
**INTERMEDIATE**  

**POST-AWARD CHALLENGES FOR PRIMARILY UNDERGRADUATE INSTITUTIONS (PUIs) (INCLUDES PRIMER ON THE F&A SHORT FORM)**  
Primarily Undergraduate Institutions (PUIs) encounter unique challenges - organizational, resource, and operational - when striving to implement and maintain a solid structure of support for sponsored programs. Join us for a highly interactive discussion of the challenges and potential solutions related to the needs of our colleagues who support such institutions. We will also be providing an overview on the simplified method (short form) of calculating a Facilities and Administrative (F&A) cost rate for smaller institutions. Topics will include: who can use the simplified method; how the F&A Rate is developed; and Salaries & Wage Base (S&W) vs. Modified Total Direct Cost Base (MTDC) with specifics such as how they are calculated and how they are applied.

**Learning Objectives:**  
- Participants will learn to identify and define Primarily Undergraduate Institutions, Emerging Research Institutions, and other similar categories.  
- Participants will also learn to identify and discuss unique challenges/solutions related to these institutions and gain an understanding of the short form process for calculation of an F&A rate.

**Prerequisite:** Attendees should have a general understanding of post-award processes and procedures.

Deborah Shaver*, Director, Research Services and Sponsored Programs, Georgia Southern University  
Kevin Korinek, Manager, Facilities & Administrative Cost Recovery Services, Huron Consulting
WORKSHOP 20  OVERVIEW

SERVICE CENTERS: SET FOR SUCCESS – BEST PRACTICES FOR DEVELOPING RATES AND MAINTAINING COMPLIANCE

Whether you are new to the topic of service centers or a veteran, federal guidance on this topic can be cryptic, at best. The new Uniform Guidance has not provided additional clarification on how to establish or manage service centers. So how can we set up service centers that will hold up to federal audit? We will start with the basics and delve into the not-so-basic, covering time-tested practices and new questions regarding Uniform Guidance. Bring your war stories and your toughest issues to the discussion. We will do our best to decrypt the topic of service centers.

Learning Objectives:
• Participants will learn cost allowability and allocation methods.
• Participants will learn how to build user-friendly rate structures.
• Participants will learn about realistic budgeting/subsidy.
• Participants will learn the rate review process, from start to finish.
• Participants will learn how to maintain institutional and federal compliance.
• Participants will hear about updates regarding new Uniform Guidance.
• Participants will learn considerations for internal vs. external sales activity.
• Participants will learn best practices for departmental accounting.
• Participants will learn what to do in unusual circumstances.
• Participants will learn about audits.

Jennifer Smolnik*, PMP, Senior Grant & Contract Officer, Fiscal Oversight, Arizona State University
Tom Colella, Director of Core Research Facilities Administration, Arizona State University

WORKSHOP 6  INTERMEDIATE

CLINICAL TRIALS MANAGEMENT FOR FINANCIAL MANAGERS

Clinical trials are conducted in a variety of institutional settings, and if your organization is engaged in clinical trials, it is likely that you face complex problems, issues, and challenges on a regular basis whether you are a research administrator in a central sponsored projects office, in a medical school department, or in a teaching hospital or research institute. This interactive workshop will examine key administrative, financial, and regulatory issues that arise in the planning, funding and conducting of clinical trials, including: the unique complex regulatory environment for clinical trials; key negotiation issues that often arise in a clinical trial agreement; managing research conducted under INDs with faculty acting as the clinical trial sponsor; the intricacies of managing a clinical trial budget and expenditures; exploring institutional models to manage regulatory challenges such as research billing. ClinicalTrials.gov regulations, contracting with VAs, and NIH clinical trials;

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Learning Objectives:
• Participants will gain an understanding of the nuances involved in developing and managing a clinical trial budget and project expenses.
• Participants will learn how to manage multifaceted issues that often arise in a negotiation of trial agreements.
• Participants will learn about the complexities of managing federal clinical trials and clinical trial network grants.
• Participants will learn how clinical trials are closed-out and how to manage post-close-out institutional obligations and responsibilities.

Prerequisite: A working knowledge of clinical trials is recommended to attend this session. This workshop will build on standard operating procedures and best practices.
**WORKSHOP 7**  
**OVERVIEW**  
**SUBRECIPIENT MONITORING: AN OVERVIEW**  
Federal sponsors award billions of dollars in federal funds for collaborative research. Many collaborations often take the form of subawards in which prime recipients of federal funds are responsible for oversight and monitoring of subrecipients throughout the span of the subaward. As the prime recipients, we often encounter some challenges in the subrecipient monitoring process. In this workshop, we will provide an overview of federal regulations governing subrecipient monitoring, discuss roles and responsibilities to assist participants in developing and/or maintaining a compliant program, and explore some good business practices for subrecipient monitoring. It simply isn’t one size fits all institutions.

**Learning Objectives:**  
- Participants will examine the Uniform Guidance requirements for subrecipient monitoring  
- Participants will identify key roles and responsibilities in subrecipient monitoring.  
- Participants will identify some good practices and techniques for subrecipient monitoring.

**Prerequisite:** A basic understanding of the Uniform Guidance on subrecipient monitoring and principles of subaward administration is required for attendees of this workshop.

**Antoinette Lawson**, Director, Office of Research Administration, University of Maryland, College Park  
**Louise Davis**, Compliance Coordinator, University of Maryland, College Park  
**Tamara Lucas**, Specialist, Contracts and Grants, University of Maryland, Baltimore

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**WORKSHOP 6**  
**INTERMEDIATE**  
**CLINICAL TRIALS MANAGEMENT FOR FINANCIAL MANAGERS (CONTINUED)**  
electronic tools and solutions to manage the clinical trials enterprise; and closing-out clinical trials. In addition, the experienced workshop faculty will provide participants with tips, tools and practical solutions to address the problems they face, so come prepared to share your most challenging issues and problems with the faculty and fellow participants.

**Learning Objectives:**  
- Participants will learn that pre-award plays a big role in post-award administration and will acquire an understanding of how to use their institution’s policies and procedures to assist with pre- and post-award activities.

**Tolise Miles**, Senior Grants & Contracts Specialist, Grants and Contracts Administration and Finance, Children’s National Medical Center  
**Mary E. Schmiedel**, Associate Dean for Research Administration & Director, Office of Sponsored Programs, Georgetown University
WORKSHOP 9  UPDATE
EFFECTIVE CONTROLS FOR MITIGATING AUDIT RISKS
This workshop will describe the audit engagement and management process. It will include analysis of how to prepare for and use internal controls for mitigating audit risks. The format will be based on a side-by-side mock OIG audit engagement as viewed from the OIG side and that of the University. In addition, there will be discussion on “internal controls” as they relate to the new Uniform Guidance.

Learning Objectives:
• Participants will learn university best practices for engaging and managing audit.
• Participants will gain an understanding of the auditor’s points of view and the types of testing often performed.

Prerequisite: Participants should have a solid understanding of financial compliance requirements and system controls in order to attend this workshop.

Jeremy Forsberg*, Assistant Vice President of Research, The University of Texas at Arlington

WORKSHOP 10  OVERVIEW
CONSCIOUS LEADERSHIP: A MANAGEMENT IMPERATIVE
The volume of activity and change that pulses through our organizations and our days is high. The people in our organization can be the hardest part, or the best part of our jobs, depending on the leadership and communication style we bring into our organizations. Our chosen leadership and communication style can also have a direct correlation to our health and personal well-being. The new management imperative, Conscious Leadership, is the most efficient way for an organization to improve, create sustainable success and contribute to the well-being of the team.

Conscious leaders are shifting from unconscious attitudes, behaviors and reactions to conscious attitudes, behaviors and reactions. We can break old patterns and build new ones.

Join us for this half day workshop to learn techniques and practices that will support you in making the shift to a new way of leading and living.

Learning Objectives: Participants will learn practices and techniques that can be employed to improve the productivity, sustainability and well-being of ourselves and our staff. The workshop will include hands on activities and simulations on:
• giving and receiving feedback
• listening practices
• difficult conversations
• creating more productive and efficient meetings.

The workshop will also include an introduction to meditation to bring us to a more responsive, less reactive style.

Tara Bishop*, Associate Executive Director, National Council of University Research Administrators
UPDATE

UNIFORM GUIDANCE: WHAT'S NEW, WHAT'S NOT AND WHAT DO YOU HAVE TO DO ABOUT IT?
The Uniform Guidance has caused great concern for all research administrators. While most of the rules have remained the same, the ones that have changed are causing all of us to rethink our business practices. This session will review the layout of the UG, describe the changes from the OMB Circulars, and review the COFAR-issued Frequently Asked Questions. The presenters will discuss their experiences in interpreting the changes and how they are impacting their campuses.

Learning Objectives:
- Participants will gain an understanding of the Uniform Guidance, its layout and how it compares to the OMB Circulars and the importance of the FAQ issued by the COFAR.

Prerequisite: Participants should be familiar with the acronym frequently used in the day-to-day administration of research.

Jeff Seo*, Director of Research Compliance, Harvard Medical School
Zach Belton, Senior Director, Huron Consulting Group

ADVANCED

ANTICIPATING AUDITS AND ENFORCEMENT ACTIONS FOLLOWING THE UNIFORM GUIDANCE (UG): A LOOK AT THE UG HIGHLIGHTS AND HOW THEY MIGHT IMPACT YOUR INSTITUTION IN THE FUTURE
Are you sick and tired about the Uniform Guidance already? Well, you haven't seen anything yet. Come join us for a refreshing look at the highlights of the UG and how they may impact the future of federal audits and enforcement actions. We will also discuss the practical side of complying with the UG. What has worked well? What hasn't? Join us for a fresh perspective of the big, bad UG.

Learning Objectives:
- Participants will learn to identify which internal policies and procedures require refinement to comply with the UG.
- Participants will become familiar with the nuts and bolts of new requirements under the UG, and to better anticipate the scope of future audits and enforcement actions under the UG.

Prerequisite: Participants should be familiar with the acronyms frequently used in the day-to-day administration of research.

Ann Holmes*, Assistant Dean, Administration and Finance, College of Behavioral and Social Sciences, University of Maryland, College Park
Rebecca Hunsaker, Assistant Director of Research Administration, University of Maryland, College Park
Timothy Reuter, Director, Post-Award Operations, Stanford University
SENIOR LEVEL FORUM 13  ADVANCED  

RESEARCH ADMINISTRATION HOT ISSUES, CONCERNS AND TOPICS  

We should call this the 70 Day Workshop. By the time we meet, 70 days will have passed since December 26, 2014 and it will be a great time to complain...no, discuss our current issues and hot topics, our best practices, and our please help me's. This workshop is designed for the experienced research administrator because we want to talk about heavy duty stuff! And have in-depth discussions of issues associated with financial research administration such as, but not limited to: uniform guidance implementation; NIH subaccounts; close out; audit issues; cost allocation principles and sponsored budget preparation; plus our normal effort reporting, cost sharing, cost transfers, F&A. This workshop is intended to be very interactive, and we strongly encourage participants to come prepared to ask questions and share their own experiences.

SENIOR LEVEL FORUM 14  ADVANCED  

SHARED SERVICES: A NEW MODEL FOR RESEARCH ADMINISTRATION - THE REAL FACTS FOR A TRANSITION  

As universities, colleges, and medical centers try to manage their cost structure, new business models have surfaced. Reorganizing the way research administrators in central offices provide service to faculty has been questioned and benchmarked recently. Many know these new models as shared service centers. Presidents, VPs, and CFOs have moved forward to implement this new way of business on our campuses. This session will review the current models implemented on a few campuses, provide the challenges and successes during the transition, and provide an opportunity to have a discussion about all aspects of these new models.

Learning Objectives: This workshop will provide suggestions for improving financial policies and practices, to minimize compliance risk at our institutions, as well as coping mechanisms for administrative burdens.

Prerequisite: It is expected that attendees will have significant experience in research administration and at least a basic understanding of federal costing regulations as well as experience in issues related to financial compliance.

Dan Nordquist*, Assistant Vice President/Director, Office of Grant and Research Development, Washington State University  

Michael Anthony, Executive Director, Management Accounting and Analyses, University of Washington  

Susan W. Sedwick, Consultant, Attain, LLC  

Kimberlie Small, Director, Sponsored Programs Services, Washington State University

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Thursday, March 5, 2015 | 8:30 am – 12:00 pm

HALF DAY MORNING PRE-CONFERENCE WORKSHOPS AND SENIOR LEVEL FORUMS

Learning Objectives: This workshop will provide suggestions for improving financial policies and practices, to minimize compliance risk at our institutions, as well as coping mechanisms for administrative burdens.

Prerequisite: It is expected that attendees will have significant experience in research administration and at least a basic understanding of federal costing regulations as well as experience in issues related to financial compliance.

F. John Case*, Senior Vice President for Operations and Chief Financial Officer, Morehouse School of Medicine  

Joseph (Jay) Zwischenberger, Surgeon In Chief, Chair, Department of Surgery, University of Kentucky Health Care, College of Medicine  

Tomas Pereira, Manager, PricewaterhouseCoopers, LLP  

Joanne C. Bentley, Director, Faculty Research Management Services, Yale University
Effort reporting just won't go away. Though it sounds like a simple concept, people with experience know there are a number of factors that can quickly reduce this administrative exercise to a bureaucratic nightmare. In addition, there aren't many financial compliance issues that can draw the wrath from PIs as fast as this one. Just try explaining why a faculty member can’t exclude proposal writing from their University activities when they wrote their proposals on the weekend.

While the Uniform Guidance leaves each Institution with flexibility to devise a compliant "system" that works for them, there is a stronger emphasis on internal controls. This workshop will focus on some key principles for good management of the requirements for effort reporting; policies and procedures; training programs; documentation; and oversight. In addition, given the continuing federal audits of effort reporting, the workshop will focus on some common issues that have arisen in a number of OIG audits. Workshop participants should plan to engage in a conversation with the faculty and bring suggestions and questions.

Learning Objectives:
- Participants will better understand the importance of identifying and making the right moves – whether you’re instigating the change or implementing someone else’s changes.
- Participants will better understand people’s natural resistance to change and how to address that.
- Participants will learn how to develop and implement the change plan.
- Participants will learn how to monitor and measure success.

Prerequisite: This forum is intended for senior level research administrators in management positions.

Lisa Mosley*, Executive Director, Research Operations, Arizona State University
Kris K. Wolff, Manager, Office of Sponsored Programs, Fordham University
Pre-Conference WORKSHOPS & SENIOR LEVEL FORUMS

Thursday, March 5, 2015  |  1:30 – 5:00 pm
HALF DAY AFTERNOON PRE-CONFERENCE WORKSHOPS AND SENIOR LEVEL FORUMS

WORKSHOP 17  BASIC
THE F&A PROPOSAL: STARTING FROM SCRATCH, ENDING WITH RATES
This workshop will be devoted to understanding all aspects of the F&A rate calculation and building a proposal from the ground up. We will dig into each of the individual components of the F&A rate (cost pools and bases) and discuss what data elements are needed to derive each component and where to get them. Also, we will go through the mechanics of the step-down schedule and how the logic behind allocation decisions impacts the final rate calculation.

Learning Objectives:
• Participants will develop a comprehensive understanding of all of the components of the F&A rate calculation.
• Participants will learn about the strategies that go into maximizing the F&A rate.
• Participants will learn to explain the nuances of an F&A proposal to their peers at their respective institutions.

Josh Rosenberg*, Director, Cost Studies, Emory University

WORKSHOP 18  UPDATE
BUILDING BRIDGES: A CROSSTALK BETWEEN THE UNIFORM GUIDANCE AND A-21/A-110
This workshop features a discussion of the key language and guidance formerly found in OMB Circular A-21 and A-110 and where these key elements may be found in the new Uniform Guidance. From this starting point, participants will engage in a discussion of the major changes in the Uniform Guidance and what the potential impact might be on institutions of higher education.

Learning Objectives:
• This workshop will establish a baseline of knowledge of key elements in A-21 and A-110 and develop a "roadmap" within the Uniform Guidance to locate important sections and language.
• This workshop will also help participants develop an understanding of the potential impact changes the Uniform Guidance may have for colleges and universities.

Prerequisite: Participants are strongly encouraged to bring copies of the Uniform Guidance to this session.

Julie Cole*, Director of Research Costing Compliance, Duke University
Robin Cyr, Associate Vice Chancellor for Research, Director, Office of Sponsored Research, University of North Carolina at Chapel Hill

WORKSHOP 19  ADVANCED
FINANCIAL MANAGEMENT OF SPONSORED AWARDS: CONFESSIONS FROM A DEPARTMENT ADMINISTRATOR
Department administration is where the rubber meets the road. The range of issues and growing amount of industry know-how required to be an exceptional administrator is a constantly moving target. Department research administrators are the link between central administration and principal investigators in what sometimes may feel like a tug of war. The DRA is more than a source who understands the rules and regulations.

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WORKSHOP 19  ADVANCED
FINANCIAL MANAGEMENT OF SPONSORED AWARDS: CONFESSIONS FROM A DEPARTMENT ADMINISTRATOR (CONTINUED)
The department research administrator is an innovative problem solver. Breakthrough research requires breakthrough research administration. Providing solutions to balance institutional compliance with emerging research needs is essential for department research administrators seeking to add value to their respective institution’s research mission. This session will cover best practices that will assist department administrators with post-award administration. Topics will include: award implementation, allowable, allocable and reasonable costs, reconciliation, documentation, effort reporting, cost transfers, reporting, award closeout, and samples of relevant audits.

WORKSHOP 5  OVERVIEW
UNIFORM GUIDANCE IMPLEMENTATION
You have studied the Uniform Guidance and have taken all the necessary classes to understand it. Now it is time to implement this new guidance on your campus. How should it be done? What kind of structure should you put in place? What policies will be affected? This workshop will provide you with the necessary skills to facilitate the implementation of the new Uniform Guidance on your campus.

WORKSHOP 21  BASIC
UNDERSTANDING COST SHARING
This workshop will give you a basic understanding of cost share, types of cost share, and when cost share is required. We will touch on sponsor specific reporting requirements, impacts of cost share and will do actual case studies surrounding cost share.

Learning Objectives:
• Participants will understand what cost share is.
• Participants will understand the different types of cost share.
• Participants will determine what is allowable cost share.
• Participants will have a general understanding of cost share reporting requirements.

Pre-Conference WORKSHOPS & SENIOR LEVEL FORUMS
WORKSHOP 22  INTERMEDIATE

NUMBERS TELL THE STORY: HOW TO DEVELOP, MONITOR, AND MANAGE BUDGETS FOR SPONSORED PROGRAMS

Budget is one of the most essential components of any sponsored project. It is a financial expression of the statement of work. The ability to build a budget that directly ties to the work being performed will enhance the chances of being funded. The skill of building a budget that would allow for modification flexibility is equally important. Monitoring and managing the budget during the lifecycle of the award is paramount to the success of the project and adherence to sponsors’ guidelines and regulations. This workshop will help to develop and/or strengthen practical hands-on skills that we need during various phases of any project lifecycle from inception to completion. We will discuss the ways to counteract imperfections of the individual accounting systems using "user friendly" templates created in Excel. We will explore the techniques of "reading" and interpreting the proposed and actual budgets and seeing the progress of a project through numbers.

Learning Objectives:
• Participants will develop a further understanding of the concepts and strategies related to budgeting.
• Participants will recognize the importance of relationship-building associated with budget lifecycle.
• Participants will review the challenges associated with a budget and the risks involved.
• Participants will learn to use Excel for developing, using and modifying spreadsheets for budget related tasks.
• Participants will assemble the tools for assisting the faculty in all aspects related to the budget to ensure responsible financial management.
• Participants will explore options available for dealing with budgeting throughout the lifecycle of a project.

Prerequisite: Participants should own a laptop armed with Excel and have some previous experience working with Excel.

Shella Batelman*, Senior Grant Administrator, Suffolk University
Robert Stemple, Director of Research Management & Finance, GeneSys Research Institute
Patricia McNulty, Principal Consultant, Concurrent Research

WORKSHOP 23  OVERVIEW

CONTRACTING: TERMS AND CONCEPTS FOR THE POST-AWARD ADMINISTRATOR

Administrators are often faced with interpreting the legal terms and concepts during the management of a contract. This workshop will provide a brief overview of contracting principles as well as explain the general meaning of common terms and clauses in federal, state, and private contracts. We will try to place emphasis on how assessing the importance of particular terms for a specific contract can affect negotiation and the successful execution of your award. We will include the determination of the type of contract, interpreting the payment terms, knowing when to be concerned about scope creep, and in certain applications, unrelated business income tax (UBIT) implications for your institution.

Learning Objectives:
• Participants will gain an understanding of common contract terms and concepts pertaining to sponsored agreements, including troublesome clauses.
• Participants will better understand the importance of particular terms for specific sponsored projects and will be aware of the possible impact a contract term or condition may have on their institution.

Prerequisite: Previous experience in interpreting federal, state and private contracts is helpful when attending this workshop.

W. Scott Erwin, Sr., Director, Office of Sponsored Programs, Texas State University
Sarah Kern, Grant and Contract Specialist, Arizona State University Main
SENIOR LEVEL FORUM 24  ADVANCED

FINANCIAL COMPLIANCE - THE CHALLENGES THAT SENIOR ADMINISTRATORS CURRENTLY FACE

This session is designed for experienced research administrators and will offer participants an opportunity to engage colleagues in a discussion of current challenges related to financial issues facing pre- and post-award administrators, departmental staff, and compliance officers. The session will highlight real-life issues and will use recent audit findings to illustrate the high risk compliance areas. We will also discuss possible solutions and strategies that institutions can adopt to minimize compliance risk as well as explore the impact of the Uniform Guidance on our policies and practices. The workshop is intended to be highly interactive, and we strongly encourage participants to come prepared to ask questions and to share their own experiences.

Learning Objectives:
• Participants will learn about problems that have been identified in federal audits and investigations of non-profit institutions and will have a better understanding of high risk areas.
• The workshop will provide suggestions for improving financial policies and practices and for implementing proactive measure that can help to minimize compliance risk at non-profit institutions.
• This workshop will closely examine key topics in financial research administration including: cost allocation principles and sponsored budget preparation, cost sharing, effort reporting, indirect costs, cost transfers, subrecipient monitoring, service centers, and international collaborations.

Prerequisite: It is expected that attendees will have significant experience in research administration and at least a basic understanding of federal costing regulation as well as experience in issues related to financial compliance.

Patrick Fitzgerald*, Associate Dean for Research Administration, Harvard University
Charlene Blevens, Director, Post-Award Operations, University of Miami

SENIOR LEVEL FORUM 25  ADVANCED

COMPLEX SERVICE CENTER COST ANALYSIS STRATEGIES AND ADVANCED TOPICS

This session will explore multiple approaches to performing a cost analysis for complex service centers, such as genomics, animal facilities, and social science service centers. This session will also address advanced service center topics such as subsidies, rates to external users, priority users, high-volume pricing, and year-end accounting for service centers.

Learning Objectives:
• Participants in this workshop should come away with an understanding of multiple approaches for costing complex service center.
• Participants will gain better strategies for addressing advanced topics and a reinforced understanding of financial compliance requirements.

Prerequisite: Attendees should possess knowledge of OMB Uniform Guidance (2 CFR 200) and legacy OMB Circulars A-21 or A-122.

Martin Smith*, Manager, Higher Education and Academic Medical Centers, Attain, LLC
Andres Chan, Director, Office of Financial Analysis, University of Southern California
Managing a sponsored projects office has never been more complicated than it is today. Did anyone anticipate that PubMed requirements would impact cash flow? Are we prepared for the new controls on the NIH letter of credit draws via subaccounts? Our offices face a constant demand to analyze our operations, assess the impact of new regulations, predict changes in sponsor funding, and make informed decisions to better our institution and support our investigators. Analytics provide one of the cornerstones of our success.

**Learning Objectives:** This senior forum will focus on how to leverage operational and financial data to make informed decisions, providing participants with a framework to:

- assess current operations and define key focus areas that require data management.
- design management metrics to provide effective business intelligence.
- create a culture that supports metrics and operational reporting.
- manage workload in a transparent operational environment.
- leverage metrics to improve investigator communication and institutional decision making.

**Prerequisite:** This forum is intended for senior level research administrators in management positions.

Andrew Chase*, Vice President, Research Management and Finance, Partners HealthCare
Stephanie Stone, Administrator, Partners Healthcare