I. RESEARCH PARTNERSHIP AND FUNDING

A. Settings for Research Administration

B. Roles and Responsibilities

1. Research administrator (facilitator, gatekeeper, resource locator, team builder, motivator)
2. Sponsored programs office
3. Principal investigator and other key personnel
4. Institution
5. Sponsor

C. Perspectives for Seeking and Awarding Sponsored Funding (institutions, sponsor’s, principal investigator’s, interdependency, common goals, relationships)

D. Collaborations (role, determining criteria, required proposal documentation)

1. Multiple collaborating PIs
2. Subrecipients
3. Independent contractors
4. Teaming agreement

E. Professional Skills Development for Research Administrators (customer service, project management, multi-tasking, time management, training for career development)

F. Funding and Research Development

1. Funding opportunities (characteristics, key features)
   a. Solicited
   b. Unsolicited/PI-initiated
   c. Limited submissions
2. Funding information (background, content, best practices)
   a. Sources (characteristics, key features)
      i. Catalog of Federal Domestic Assistance (CFDA)
      ii. Federal Register
      iii. FedBizOpps.gov
      iv. Grants.gov
      v. FedConnect.net
      vi. Agency websites
      vii. Foundation directories and reports
      viii. Other
   b. Use of expertise databases sand funding search tools
3. Announcements/solicitations
   a. General components included in funding announcements
   b. Types and traits of funding announcements/solicitations (RFA/RFP)
   c. Identification of key points from announcements and communication to investigators
d. Communication methods and delivery to appropriate audience (newsletters, electronic tools, listserv)

4. Funding Programs (key purposes, characteristics, requirements, restrictions)
   a. Research
   b. Fellowship and training
   c. Equipment/instrumentation
   d. Program project/Center
   e. Career development
   f. Internal
   g. Other

G. Overview of Grants Regulatory Framework and Legislative Process (statutory requirements, program requirements, administrative requirements)
   1. Federal budget process
   2. Congressionally directed funding (distinguishing features, lobbying implications)
   3. OMB circulars (OMB A-133, OMB A-102) (purpose, requirements, Implementation, and Uniform Guidance)
   5. Federal Acquisition Regulation (FAR) (purpose, requirements in contracts)
   6. Statutory requirements (NIH salary cap)
   7. America COMPETES Act (requirements, implementation)
   8. Other

H. Sponsors
   1. Types and Characteristics of Sponsors
      a. Federal government
         i. Structure and agency missions (executive departments, independent agencies)
         ii. Types of programs and award mechanisms
      b. State and local government
      c. Private foundations
      d. For profit business and industry
   2. Differentiation between public and private sources of funding

I. Identification of Internal Capacity

J. Public Relations
   1. Freedom of information (FOIA)
   2. Public records laws
   3. Media relations and interactions with special interest groups
   4. Environmental concerns/impacts (chemical hazardous waste, Material Safety Data sheets [MSDS], environmental safety, management of public relations associated with potential hazards)
II. PROJECT DEVELOPMENT AND PROPOSAL SUBMISSION

A. Proposal Writing
   1. Types of proposals (characteristics, key elements)
      a. Pre-proposal/pre-application/letter of intent
      b. New, continuation, renewal, resubmission
      c. Competing, noncompeting
      d. Seed grant/pilot project/internal
   2. Nonfinancial components of a proposal (purpose, key features, essential information)
      a. Personnel/key persons
      b. Title/abstract/executive summary/introduction
      c. Needs/problem statement
      d. Goals/objectives/statement of work/implementation plan/methods/sustainability/evaluation plan/data sharing plan/letters of support
      e. Other
   3. Characteristics of a successful proposal
   4. Unique characteristics of proposals submitted to industry sponsors

B. Effective Management of Proposal Teams (timeline, organization)

C. Understanding and Interpretation of Agency Guidelines (key features, requirements, proposal content, other information)
   1. Broad agency announcement (BAA)
   2. Invitation to bid
   3. Request for Applications/Proposals (RFA/RFP)
   4. Request for quotation (RFQ)
   5. Program announcements (solicited, unsolicited)

D. Documentation to Meet Sponsor Requirements
   1. Subcontractor/collaborator documentation
   2. Just-in-time documentation and process
   3. Current and pending support
   4. Required proposal components

E. Institutional Clearances and Approvals
   1. Internal proposal review
   2. Approvals and documentation of institutional commitments
   3. Records retention

F. Electronic Research Administration
   1. Institutional capability to electronically submit funding applications
   2. Key features of online proposal submission systems
   3. Common electronic proposal submission systems
      a. Grants.gov
      b. FastLane (Research.gov)
      c. eRA Commons (ASSIST)
      d. NSPIRES
      e. FedConnect
f. ProposalCENTRAL

g. Other (system-to-system interfaces)

4. Other electronic tools related to funding application development and submission
   a. NIH RePORTER
   b. USAspending.gov
   c. Other (state, private)

5. System-to-system Interfaces

G. Deadlines and Target Dates

H. Unfunded and Revised Proposals

III. BUDGET DESIGN AND DEVELOPMENT

A. Budget Preparation
   1. Process for development of a budget
   2. Role of budget in proposal and characteristics of an effective budget
   3. Interpretation of sponsor guidelines related to budget limitations and exclusions
   4. Understanding of sustainability of project
   5. Budget categories
   6. Budget justification
   7. Budget forms
   8. Use of budget template and spreadsheets
   9. Budget calculation

B. Project Costs
   1. Definitions of direct and indirect costs
   2. Definition of major projects and unlike circumstance
   3. Understanding of total project costs (sponsor and matching costs)
   4. Cost sharing
      a. Allowable and unallowable costs
      b. Types of cost sharing (mandatory, voluntary committed, voluntary uncommitted)
      c. Documentation and institutional approvals
   5. Understanding of general cost principles
      a. Criteria for determining allowable and unallowable costs (2 CFR Part 220, allowable, allocable, reasonable, consistently applied, prudent person test)
      b. Typical allowable and unallowable costs
      c. Cost Accounting Standards (CAS)
   6. Cost price analysis
   7. Program income

C. Direct Costs
   1. Personnel
      a. Salaries and wages (application of salary cap)
      b. Time and effort (understanding of concept of 100%)
      c. Fringe benefits (typical components, different types of calculation base pooled, actual)
   2. Travel
   3. Equipment
4. Other direct costs
5. Subawards
6. Consultant

D. Facilities and Administrative (Indirect) Costs
   1. Components of indirect costs
   2. Use of appropriate indirect rate in proposals (purpose code, off/on campus rates, sponsor indirect cost rate limitations)
   3. Calculation of indirect costs in proposal budgets (modified total direct costs (MTDC))
   4. Unrecovered indirect costs
   5. Waivers
   6. Indirect rates
      a. General process for developing indirect rate proposal
      b. Determination of appropriate indirect rate
         i. On campus/off campus
         ii. Purpose code (e.g. research, instruction, other)
      iii. Negotiation of indirect rates

E. Budget Revisions (review, submission, implications to scope of work)

IV. AWARDS AND PRE-AWARD COMPLAINCE CONSIDERATIONS

A. Sponsor Reviews (characteristics, composition of review committee, outcome)
   1. In-house review
   2. Peer review
   3. Modified peer review
   4. Other

B. Site Visits (definition, preparation steps, responsibilities of parties)

C. Sponsored Project Awards (definition, purpose, use, key elements, support mechanisms)
   1. Grant (assistance)
   2. Contract (procurement)
   3. Cooperative agreement
   4. Subcontract
   5. Other

D. Negotiations
   1. Typical negotiation process and sponsor interface
   2. Terms and conditions (common preferred positions, implications of restrictive terms
      a. Use of name
      b. Publication
      c. Warranty
      d. Indemnification
      e. Payment
      f. Other

E. Intellectual Property
   1. Applicable regulations (e.g. Bayh-Dole Act, 37 CFR 401)
   2. Types and characteristics (copyright, patent, license)
   3. Classified research
   4. Proprietary information

F. Assurances, Certifications, and Disclosures (purpose, key requirements)
1. Institutional registration and identification
   a. Representations and Certifications (Reps and Certs)
   b. System for Award Management
   c. Employer Identification Number (EIN) and DUNS number
3. Federal drug-free workplace and drug-free schools
4. Federal debt delinquency
5. Federal debarment/suspension
6. Lobbying
7. Conflict of interest (COI)
8. Export controls (ITAR, EAR, OFAC)
9. Other

G. Research Compliance (institutional committees, regulations, training)
   1. Human subjects (IRB, CITI training)
   2. Animal subjects (IACUC, animal laboratory training requirements)
   3. Other (radiation safety, institutional biosafety, chemical safety committees)

H. Health Information Portability and Accountability Act (HIPAA)
I. Responsible Conduct of Research (RCR) (required institutional policy, relevant regulations, required documentation, agency oversight)

(NOTE: Information provided in parenthesis if descriptive and not comprehensive)