Note: Resources listed below are provided as examples and have been obtained through topic-specific web searches. The list is not intended to be a comprehensive representation of content included on the exam and inclusion on the list doesn't reflect RACC support of the materials or indicate verification of accuracy of the information. Links to original sources for funding sources, statutory requirements, grant regulations and common electronic proposal systems are not provided since they are easily assessable with simple web searches. Candidates for the CFRA exam are encouraged to explore additional resources related to the exam's content outline.

Annotated with Resources
Edition of 04/15/2019

I. Governing Framework
   A. Statutory Requirements
      1. FOIA
      2. Unrelated Business Income Tax
      3. Non-delinquency on federal Link 1 and Link 2
      4. IRS classification of institution
      5. Salary cap Link 1 and Link 2
      6. Other: Statutes and regulations
   B. Regulations
      1. Administrative Requirements (2 CFR Part 200) Link 1 and (EDGAR) Link 2
      2. Cost Principles (2 CFR Part 200 Subpart E)
      3. Audit Guidelines (2 CFR Part 200 Subpart F)
      4. Federal Acquisition Regulations (mandatory clauses for cost reimbursable contracts, clauses based on institution types) Link 1 and Link 2 and Link 3
      5. Other Link 1 and Link 2
   C. Agency Policies
      1. DHHS Link 1 and Link 2
      2. NSF
## D. Awards

1. **Types and characteristics of sponsors** Link 1 and Link 2
   
   a. **Federal** Link1, Link 2
      - States
      - Local government
   
   b. **Nonprofit** Link 1 and Link 2
   
   c. **For profit business and industry** Link 1, Link 2 and Link 3
   
   d. **International entity** Link 1 and Link 2
   
   e. **Sponsor responsibilities** Link 1 and Link 2

2. **Forms of Federal Assistance** (discretionary, mandatory, block, formula) and Link 1 and Link 2

3. **NIH:** Specific Award Terms and Conditions

4. **NSF:** Specific Award Terms and Conditions

5. **Budget flexibility and budget restrictions** (cost reimbursable, fixed price, task order, deliverable-based) Link 1 and Link 2

6. **Period of performance and pre-award costs** Link 1 and Link 2

7. **Incremental funding and limitation of costs** Link 1 and Link 2

## II. Project Costs

A. **Types of funding**

B. **Budget Structure**

   1. **Role of the budget and characteristics of effective budgets**
   
   2. **Budget models, templates and forms** (Modular, Line item, SF424A&C form, Grants.gov) Link 1 and Link 2
   
   3. **Understanding sponsors’ budget guidelines**
   
   4. **Types, definitions and uses of budget categories**
   
   5. **Budget templates and forms** Link 1 and Link 2
### CFRA Body of Knowledge

#### 6. Calculations of budget costs and Link 1 and Link 2
- a. Institutional base salaries [Link 1, Link 2 and Link 3](#)
- b. **Estimating Salary and Converting Effort into Person Months**
- c. **Fringe Benefit Rates**
- d. **F&A costs and Link 2**
- e. **Award Management, Link 2, and Link 3**

#### 7. Budget Justification and Link 2

#### 8. Indirect Costs: Major functions of the institution

#### 9. Revised budgets and rebudget of costs and Link 2

### C. Composition of Costs

#### 1. Total Project Costs

#### 2. Direct Costs
- a. **Salaries and wages (federal requirements for employee compensation on sponsored projects, institutional base salary, post-differential allowance for employees based abroad, percentage of effort/calendar months)**
- b. **Equipment Definition**
- c. **Travel (per diem, FLY US)**
- d. **Recharge or cost centers**

#### 3. Indirect Costs [Link 1 and Link 2 and Link 3](#)
- a. **Development of indirect cost rate proposal (cognizant audit agency)** [Link 1 and Link 2 and Link 3 and Link 4](#)
- b. **Methods for developing indirect cost rate (simplified method, direct allocation, multiple allocation, indirect cost rate proposal method)** [Link 1 and Link 2 and Link 3](#)
- c. **Types of indirect costs (predetermined, provisional, fixed, final):** [Link 1, Link 2 and Link 3](#)
- d. **Components of indirect costs (formula)**
### CFRA Body of Knowledge

| e. Indirect cost base types (MTDC, TDC, S&W) | [Link 1](#) and [Link 2](#) |
| f. Waiver of indirect costs |
| g. Major Project/Unlike Circumstances (criteria and application) |

4. Fringe Benefit rates (calculation, composition)

#### D. Allocation of Costs

#### E. Budgets for specific funding programs

1. Clinical Trial Costing *(per patient budgets & billing)*

2. Training grant budgets *(stipend levels, budget restrictions for trainee expenses)*

3. Other

#### F. Cost Sharing *(cash & in-kind contributions; criteria, types, documentation)*

#### G. Program Income

#### H. Project expenses

1. Pre-award Costs

2. Non-cancelable costs *(see “enforcement” & “termination”)*

3. Cost Overruns & Residuals *[Link 1](#), [Link 2](#) and [Link 3](#)*

4. Disallowed expenses, Link 1 for service centers

   - A. Alcoholic beverages
   - B. Bad debts
   - C. Contingency provisions
   - E. Donations and contributions
   - F. Entertainment
   - G. Fines and penalties
   - H. Fundraising and investment management costs
   - I. Goods and services for personal use
   - J. Lobbying
CFRA Body of Knowledge

K. Organization costs
L. Selling and marketing
M. Start-up costs

5. Accelerated expenses
6. Other

I. Expanded authorities

III. Reporting

A. Institutional Award Reporting (reports on awards and expenditures, NSF/national rankings, benchmarking)
B. Cost Recovery
   1. Invoicing (deliverable based billing, scheduled payments, cost reimbursable, fixed price, billing practices)
   2. Letter of credit and other electronic methods for drawing down funds
   3. Nonpayment
   4. Payments
C. Financial Reports
   1. Reporting Periods
   2. Federal Financial Reports (FFR) Link 1 and Link 2
   3. Relinquishment Statement
   4. Authorized Signatory & Certification Statement Link 1 and Link 2
   5. Other
D. Institutional Reports
   1. Income statement and balance sheet examples
   3. Other
E. Closeout
   1. Process for closing awards
   2. Components of final financial report and required documentation
   3. Unliquidated obligations
# CFRA Body of Knowledge

## IV. Fiscal Compliance

### A. Financial Management systems
1. Characteristics and Impacts of Financial Systems Implementation and Link 2
2. Cost Accounting Standards
3. Effort certification and reporting
4. Cost transfers
5. Equipment

### B. Cash Management
1. Optimizing Revenue
2. Accounts Receivable, Accounts Payable, Collections Link 1 and Link 2

### C. Financial Risk Assessment and Management
1. Cost and Fund Accounting and Link 1
2. Ethics, Accountability and Delegations of Authority
3. Fraud and Bad Debt Link 1 and Link 2
4. Performance Metrics
5. Award Type
6. Financial Conflict of Interest (FCOI)

### D. Expense Monitoring (shadow systems, committed expenses, unexpended balance, electronic tools), Link 1 and Link 2

### E. Procurement
1. Bid process, vendor profiles and procurement standards and Link 1
2. Procurement card management & monitoring, Link 1 and Link 2

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4. Carryover of unobligated funds
5. Records retention
6. Property Reports
7. Other

F. Subcontracting plan (small disadvantaged business goals)

G. F&A Cost recovery distribution Link 1 and Link 2
F. Subrecipient Monitoring (invoice review, verification of expenses, site visits)

G. Clinical Trial Management Systems, Link 1

H. Audits (internal and external)
   1. Audit preparation (roles, responsibilities, expectations, involved parties) Link 1 and Link 2
   2. Audit findings and corrective actions, including OIG (Office of Inspector General) Link 1 and Link 2

I. Fiscal compliance from sponsor's perspective (how gov't monitors spending—certificate of accuracy of F&A costs (DOD), certificate of costing pricing data (contracts $100,000), report of current expenditure and projected expenses (DOE)) Link 1 and Link 2