Research Administrators Forum
June 10, 2010

Sponsored by
Office of Research Administration

Marcia Smith
Associate Vice Chancellor
Meeting Agenda

- Welcome and Announcements
  - Marcia Smith

- OHRPP webIRB Status Report
  - Carrie Fisher

- OCGA Topics
  - Virginia Anders, Cindy Gilbert, Susan Waelder

- RAPID Effort Reporting Update
  - Marcia Smith and Allison Philabaum

- EFM Update
  - Nate Haines

- ARRA Quarterly Reporting Deadline
  - Evelyn Balabis

- RAPID Financial Reporting Update
  - Michelle Phillips

- Questions and Discussion
ORA Announcements

- ORA Furlough Closure
  Friday, July 2, 2010
- Check ARRA expenditures
- Pay attention to federal contracts and subcontracts with E-Verify requirement
- No expenses to federal grants and contracts during lapse in IACUC approval
webIRB Update
RAF Meeting

June 10, 2010
Carrie Fisher, OHRPP
webIRB Roll-Out Timeline

Investigators from:
- JCCC/Hem-Onc
- Care Center
- Infectious Disease
- Nursing
- Public Health
Who submit to **MIRB2** or **SGIRB**

Investigators from **North Campus** who submit to **NGRIB** or **SGIRB**

Investigators from:
- Psychiatry
- Neurology
Who submit to **MIRB3** (or MIRB2, SGIRB or NGRIB)

Investigators from:
- School of Medicine,
- School of Dentistry
- All other Submitters
 Who submit to **MIRB1** (or any of the other IRBs)

webIRB is now available to the entire campus!
webIRB Roll-Out Timeline

Investigators from:
- JCCC/Hem-Onc
- Care Center
- Infectious Disease
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- School of Dentistry
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Who submit to MIRB1 (or any of the other IRBs)

Beginning 10/1/10 – webIRB must be used for all new submissions and CR


Limited Release | Projected Roll-Out to Campus | Deadline for Adoption
Submissions
(as of 6/8/10 5 PM)

<table>
<thead>
<tr>
<th>Approved/Certified*</th>
<th>In Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>117</td>
<td>224</td>
</tr>
</tbody>
</table>

*Including NHSR determinations
webIRB Training

• Training Sessions will be available in July & August at:
  – Franz Hall Computer Lab
  – Biomedical Library Computer Room

• Schedule sessions through Appointments Plus
  – Link also available from the OHRPP website

• We will be scheduling more sessions as needed
How to Contact Us

The webIRB Help Desk is available to provide assistance with using webIRB and for reports of technical problems experienced while using the site.

<table>
<thead>
<tr>
<th>webIRB Help Desk</th>
<th>E-mail Address and Phone</th>
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<tr>
<td><strong>Hours:</strong> 8:30 AM to 4:30 PM weekdays</td>
<td><strong><a href="mailto:webIRBhelp@research.ucla.edu">webIRBhelp@research.ucla.edu</a></strong> 310-267-1887</td>
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<tr>
<td><strong>Staff:</strong></td>
<td></td>
</tr>
<tr>
<td>• Yana Gorelik, Programmer/Analyst</td>
<td></td>
</tr>
<tr>
<td>• Michele Carter, RN, Coordinator</td>
<td></td>
</tr>
<tr>
<td>• Jae Kwak, Specialist</td>
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<table>
<thead>
<tr>
<th>Project Management</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Carrie Fisher, Ph.D.</strong> Project Director</td>
<td><strong><a href="mailto:cfisher@research.ucla.edu">cfisher@research.ucla.edu</a></strong> 310-206-8524</td>
</tr>
<tr>
<td><strong>Michelle Leonard, M.S.</strong> Sr. Business Analyst/Project Manager</td>
<td><strong><a href="mailto:mleonard@research.ucla.edu">mleonard@research.ucla.edu</a></strong> 310-709-2769</td>
</tr>
</tbody>
</table>
Coming Attraction

- OHRPP Noontime Series -

• Wednesday, June 16:
  
  **Children in Research – What to Consider when Preparing an IRB Application**

• Location: 11000 Kinross, Room 210
OOGA Updates

- F&A on Rate Agreement – Virginia Anders
- Deadline for Proposals Due July 2 – 9 – Virginia Anders
- Human and Animal Subject Approvals on Training, Program Project and Center Grants – Virginia Anders
- NIH eSNAP Submission – Susan Waelder
- Genomic Array Costs on NIH Projects – Cindy Gilbert
July Proposal Deadlines

- ORA will be closed Friday, July 2 (furlough) and Monday, July 5 (federal holiday)
- NIH July 5 deadline moves to Tuesday, July 6
- OCGA internal deadline for proposal receipt is 8:00 a.m., Monday, June 28
F&A Rate Agreement

- **Current F&A rate agreement** effective until 6/30/10
- **New rate agreement under negotiation**
- **Until new rate agreement is approved** use the same rates as cited for the fiscal year ending 6/30/10
Human/Animal Subject Approvals on Complex Projects and Training Grants

- OARO and OHRPP do not issue “administrative” approvals for
  - Activities involving undetermined plans for use at the time of JIT and/or award (e.g. institutional training grants)
  - Research activities involving multiple protocols within a single award (e.g. centers and/or program projects)
  - Delayed onset (e.g. subject use starts after the first year of the award)
Institutional training awards:

- Trainees not identified at time of award
- Once appointed, trainees are assigned a mentor and begin work on a research project
- The training grant director/department are responsible for tracking and reporting subject approvals applicable to the research activity of the trainees
  - Training Grants are not listed as funding sources on approvals
  - Copies of relevant protocols should be provided to OCGA for the files
Multiple project awards:

- Each applicable project and/or core requires appropriate review and approval
- Approvals should identify all applicable awards/projects/cores in the list of funding sources
- Inventory of relevant approvals for projects within awards are the responsibility of the PI/department and should be available for OCGA and/or the sponsor upon request
Human/Animal Subject Approvals on Complex Projects and Training Grants

- **Awards with delayed onset of subject use**
  - Subject use starts well after (months, years) the starting date of award
  - Should be addressed in the proposal research plan
  - Awards issued with restriction on costs related to subject use
  - PD/PI is responsible for ensuring that subject use activities do not occur until protocol is approved and, if required, disclosed to the sponsor
NIH SNAP Submission

- **NOT-OD-10-093** issued May 10, 2010
- Beginning with SNAP progress reports due on/after August 1, 2010, the National Institutes of Health (NIH) will require the use of the eRA Commons eSNAP module for the submission of all SNAP progress reports.
- Paper applications will not be accepted for progress reports due on or after 8/1/10.
- Applies to all eSNAP-eligible awards – check your award notice or synopsis
NIH SNAP Submission

eSNAP Module Procedures

- Report is due 45 days before start of next budget period
- Follow eSNAP instructions located in PHS 2590 – Section 2.1
- Consult eRA Commons Streamlined Non-competing Award Process (eSNAP) User Guide at:

  http://era.nih.gov/docs/eSNAP_UG_v2.25.0.0_041210.pdf.
NIH SNAP Submission

- SO may delegate PD/PI submission authority
- PD/PI may delegate users to assist in preparation of report
- ONLY SO or delegated PD/PI may submit report
  - For questions about PD/PI delegation, contact your Grant Analyst or Officer
- Notification of actions sent to SO, e.g., Route, Recall, Submit
NIH SNAP Submission

Compliance Issues to Check

- Status of subject use approvals (if applicable)
- Inclusion of up-to-date Other Support for all senior personnel
- Pay attention to:
  - NIH Commons IDs – required in All Personnel Report
  - Publications list inclusion of PMCID numbers
- Explain:
  - Significant reduction of effort for any senior person
  - Introduction of new senior personnel
  - Provide compliant Biosketch for any new senior person
- Provide OCGA with up-to-date 740 form signed prior to submission and copy of applicable IRB/IACUC approval notices
- If you have questions, contact your OCGA Team or DRA.
Genomic Array Costs on NIH Projects

NOT-OD-10-097 issued May 13, 2010; *Budgeting for Genomic Arrays for NIH Grants, Cooperative Agreements, and Contracts*

- Effective immediately for competing applications/awards and administrative supplements
- Applies to manufactured microarrays or bead arrays purchased from an external source
  - Cost of single array can reach several hundred dollars
  - Project may require several hundred to several thousand arrays
- F&A recovery disproportionate to the actual administrative burden
  - Purchase may involve a single PO for costs in the hundreds of thousands
Genomic Array Costs on NIH Projects

- Genomic Array (GA) costs up to $50K/year direct cost are treated as expendable supplies and subject to full F&A recovery.
- GA costs in excess of $50K are treated as “subcontracts” (consortium/contractual costs) with F&A recovery on the first $25K each year.
  - IMPORTANT NOTE: Unlike traditional subawards, F&A is allowable on the first $25K/year rather than the first $25K for the entire project period.
Example 1:
- On-campus research with $50,000 GA direct costs per year

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<tr>
<td>Subcontract F&amp;A excl</td>
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<td>$0</td>
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Example 2:
- On-campus research with $135,000 GA direct costs per year

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<th>Year 2</th>
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</thead>
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Genomic Array Costs on NIH Projects

Preparing Budgets in S2S Grants (Cayuse)

- The system is not currently set-up to handle subcontracts without PI effort
- Permanent resolution is under discussion with Cayuse
- In the meantime, Line F.5 Subcontracts/Consortium/Contractual Cost will require manual override
- New guidance will be distributed on the S2S Grants List-serv ... hopefully very soon
- Questions: s2sgrants@research.ucla.edu or call Cindy Gilbert x74814
Genomic Array Costs on NIH Projects

Other Future Considerations

- Comment on NOA
- Comment on Award Synopsis
- New Sub Object Codes in the financial system
- Stay tuned to future RAFs and ORA News

Questions?
Effort Reporting at UCLA

- **Effort Reporting Challenges**
  - Low completion rates, multiple re-certifications and re-opening of reports leads to audit and compliance risk
  - Inconsistent training and education available to faculty and staff at the department level
  - Issues with the ERS system led to frustration on campus
  - Poor understanding of effort reporting concepts

- **UCOP Focus on Effort Reporting System-Wide**
  - Working on faculty training for effort reporting
  - Requesting metrics on completion and compliance from each campus
  - Consequences statement recently drafted of escalation procedures in instances of non-compliance with effort reporting completion
Effort Reporting Update

**Effort Reporting Workgroup Progress**

- Workgroup formed in January comprised of EFM, ORIS and Campus representation
- Team has worked to remove barriers to completion in ERS such as errors in calculations and system bugs
- Created and presented an ERS Training Forum in early May to review the basics of effort reporting, how to use the ERS system, best practices, and how to get around challenging issues
- Continue to discuss and refine other initiatives to provide outreach to campus, discuss policy and procedures around effort reporting, challenges to certification, future ERS Training Forum topics
Effort Reporting Update

- EFM is meeting with individual departments to help work through the open effort reports
  - Plan to visit 5-6 departments per quarter that have the largest number of open reports and/or the lowest certification rates
  - Sharing best practices and frequently asked questions between departments
  - EFM has visited several departments to date including Surgery, Neurology and Department of Medicine and plans to continue these meetings with Life Sciences, Chemistry and others

- After documenting the common issues and fixes for certifying reports, EFM has an ERS FAQ that they continue to update: http://www.efm.ucla.edu/ERS%20FAQs.htm

- If you are interested in setting up a meeting with EFM, please email ershelp@research.ucla.edu
Effort Reporting Update

- Effort Reporting Website
  - [https://ers.ais.ucla.edu/](https://ers.ais.ucla.edu/)

- ERS Training Modules
  - [http://www.efm.ucla.edu/EffortRpt.htm](http://www.efm.ucla.edu/EffortRpt.htm)

- For effort reporting assistance or questions
  - ershelp@research.ucla.edu

- RAPID Closeout Tool for ERS Detail Report
Effort Reporting Update

Effort Reporting Issue Dates and Deadlines for Certification

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<tr>
<th>Quarter</th>
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<tr>
<td>Winter 2010</td>
<td>Mid August 2010</td>
<td>Early October 2010</td>
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<tr>
<td>Spring 2010</td>
<td>Mid August 2010</td>
<td>Early October 2010</td>
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Campus Goals for Effort Reporting

- Summer and Fall 09 Reports: 100% complete by June 4 deadline
- Past Due Reports: 50% complete by September, 95%+ complete by December
Risks of not meeting these goals:

**Impact to the Institution:**
- Susceptible to False Claims Act allegations
- Departments may owe direct cost refunds to the sponsor
- Sponsor may reduce or eliminate future funding
- Adverse publicity

**Impact on the Individual:**
- Susceptible to False Claims Act allegations
- Possible criminal charges
- May lose access to current funding

Negative audit findings
Effort Reporting Completion Statistics as of 4/23/10

Number of Certified Reports

Current Open Reports

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<th>Sum 06</th>
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<th>Wint 07</th>
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<th>Sum 07</th>
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<th>Wint 09</th>
<th>Spr 09</th>
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<td>5248</td>
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<td>3940</td>
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Effort Reporting Completion Statistics as of 6/9/10

- Number of Certified Reports
- Current Open Reports

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- Effort Reporting
- Completion Statistics
- as of 6/9/10

- Number of Certified Reports
- Current Open Reports
Effort Reporting Update

◆ Effort Reporting Status at UCLA
  ▪ All quarters have shown increased completion from April until today
  ▪ Summer 2009 and Fall 2009 are still below 50% completion as of the June 4th deadline for 100% completion of both quarters

◆ Release of Upcoming Quarters
  ▪ Winter 2010 and Spring 2010 will be released in mid-August 2010
  ▪ Please use this time to complete all outstanding effort reports in ERS prior to the release of two additional quarters
EFM Update
Nate Hanes

June 10, 2010
Agenda

- Organizational Structure

- Selected Office Functions
  - Invoicing
  - Financial Reporting
  - ARRA
  - LOC
  - Effort Reporting
  - Other
Current EFM Organization
- Team structure within office based on sponsor alignment (Federal, State, Private)
- Allowed for specialization by sponsor, however led to other challenges in overall fund management
- Led to different procedures across the three teams

Fund Management Challenges
- Late submission of financial reports and invoices to sponsors
- Unclear lines of communication with customers and OCGA counterparts due to sponsor-aligned organizational structure
- Lack of growth opportunities for staff
Pilot Initiative

- Assigned an accounting team in EFM to work on the backlog of financial reports and invoices for three specific departments
  - Overall financial reporting and invoicing backlogs have been reduced
  - On-time submission has increased
  - Increased accountability for EFM and Departments
  - Team has received positive feedback from departments
    - “It makes it much easier when dealing with a few people in EFM rather then a larger group. We have developed a good, working relationship...”
    - “I have not received one threatening email from an agency since...”
  - Allows for a “Proactive approach to upcoming Financial Reports due.”
# EFM Organizational Update

## Pilot Team Progress - Department Backlogs

<table>
<thead>
<tr>
<th>Department</th>
<th>Open 11/13/09</th>
<th>Open 5/31/10</th>
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<tr>
<td><strong>Department 1</strong></td>
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<tr>
<td>Reports</td>
<td>110</td>
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<td>Invoices</td>
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<td>Closeout</td>
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*Reports and invoices due prior to 4/30/2010

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*Reports and invoices due prior to 4/30/2010
## EFM Organizational Update

### Pilot Team Progress – On-Time Submission for Reports & Invoices

#### Overall On-Time Submission Metrics

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<tr>
<th></th>
<th>Oct-09</th>
<th>Nov-09</th>
<th>Dec-09</th>
<th>Jan-10</th>
<th>Feb-10</th>
<th>Mar-10</th>
<th>Apr-10</th>
<th>May-10</th>
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<tbody>
<tr>
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<td>63</td>
<td>139</td>
<td>87</td>
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<tr>
<td>Number Submitted Late</td>
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<td>54</td>
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<td>117</td>
<td>61</td>
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#### Departmental Breakdown

##### Dept 1

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<th>Mar-10</th>
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<td>Number Submitted Late</td>
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##### Dept 2

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<th>Dec-09</th>
<th>Jan-10</th>
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<td>27%</td>
<td>11%</td>
<td>19%</td>
<td>22%</td>
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<td>50%</td>
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##### Dept 3

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<td>61%</td>
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EFM Organizational Update

- EFM Future Organization
  - Office will be reorganized soon into teams that will handle one or more departments
  - Going forward departments will work with the same individual(s) for all funds in their portfolio, not a different individual based on the sponsor type of the award

- Benefits of Restructuring
  - Increased on-time submission of financial reports and invoices to sponsors
  - Clear lines of communication with customers and OCGA counterparts and better customer service
  - Clear growth opportunities for staff
  - Increased professional development and cross-training opportunities
Invoicing

Definition
- Reimbursement of approximately 36%, or $349M, of research volume is obtained through invoicing at UCLA

Challenges
- Backlog of 1,800+ invoices in July 2009
- Poor technology in EFM that require manual processing
- Invoices that require special handling

Initiatives
- RAPID workgroup has been formed that was tasked with improving the invoicing process in EFM to reduce backlogs
- Goals of the workgroup include:
  - Implementation of improvement ideas that will streamline the invoicing process
  - Draft and communicate policies and procedures to support new processes
  - Improve technology and tools for EFM
  - Create metrics and performance reports
Invoicing
Financial Reporting

- Definition – April Metrics
  - Non-ARRA Financial Reports submitted in April: 287
  - On-Time Completion Rate: 75%
  - Past Due Reports: 238

- Challenges
  - Inconsistent closeout packet submission process across EFM and campus
  - Poor technology
  - High volume
  - Revised figures after submission of report
  - Low on-time submission rate

- Initiatives
  - RAPID Closeout Packet and Upload Tool
  - Campus awareness and training sessions
  - Faculty involvement and awareness
  - RAMS – Single System!
Financial Reporting

Results

- On-time submission increased to 63% in March
- Past due population decreased to 238 reports
ARRA (Recovery Act)

- **Definition**
  - Distinct awards received to date: 347
  - Award dollars received: $143 million

- **Challenges**
  - New quarterly reporting requirements with limited guidance

- **Initiatives**
  - Review of 99 required data elements, many unique to Recovery Act reporting
  - Define business process for collecting data elements
  - ARRA RAPID Tool
  - Website for collecting data from departments
  - Training on new requirements and tools
ARRA (Recovery Act)

Results

- Nearly 100% on-time submission for every reporting period!!
- Low number of revisions
- All tools and websites were implemented before the first reporting deadline
- Of the 99 data elements, the department only enters 4 for the first reporting period, and 2 for each subsequent reporting period
- Recent NSF ARRA Desk Audit – no significant concerns!
Letter of Credit (LOC)

- **Definition**
  - Approximately 60% of UCLA’s research portfolio is reimbursed via the letter of credit process
    - ~$44 million drawn monthly/~$530 million drawn annually
  - Primary payment mechanism for Federal sponsors
    - 24 sponsors in total including NIH, NSF, NASA, and others
  - Individual draws required for ARRA funding
  - August 2009 Metrics
    - 29 draws conducted
    - $50.7 million drawn

- **Challenges**
  - Previously calculated draw amounts based on a 3-month moving average
  - Process was manual and not supported by technology
  - Drawing based on averages led to under or over-drawing funds which results in compliance risks and financial costs in interest payment
Letter of Credit (LOC)

- Initiatives
  - Complete draws based on actual rather than projected expenditures
  - Created Excel tool as short term solution
  - Developed metrics and performance reports
  - Implemented new process/tool for Recovery Act (ARRA) awards
  - Monthly variance to GL for DHHS is now $0 (Averaged $1,957,862 from July 2008 – April 2009)
  - Monthly variance to GL for NSF is now $0 (Averaged $1,255,062 from July 2008 – April 2009)
  - Reconciliation to the GL done each time a draw is completed
  - Generate management reports and performance metrics
  - Implement web-based solution to replace Excel tool (further automates process)
  - Increase draw frequency to improve UCLA cash flow
LOC Current Process

UCLA: Letter of Credit (LOC) Draw (Current Process)

Post Expenditures

- Expenses to sponsored projects are incurred by the PIs and research staff
- Expenses are posted to the GL in the Financial System
- Expenses are accumulated in the Query Data Base (Data Warehouse)

Download Financial Data

- Query funds by sponsor in FSQDB for all LOC draws for the upcoming month
- Export financial award data to Excel by each sponsor
- Sort and analyze data in Excel to determine errors or incorrect inclusions
- Delete the extra data that does not apply to the LOC draw calculation
- Analyze funds in Excel to determine exclusions for overdrafts & pre-award spending
- Calculate amount due for the current month (Expenditures – OD – ERAS + L/C)

Calculate the Draw*

- Pull in previous two months expenditures and add in the most recent month data
- Calculate the 3 month moving average to determine total monthly draw
- Create the upcoming month draw down schedule (4)
- Adjust the 3rd draw each month to reconcile back to expenditures in the GL
- Print the monthly draw schedule and obtain approval signature

Draw Funds and Follow-up

- Log on and draw funds from sponsor's electronic system
- Monitor fund transfers into UCLA
- Apply cash rec'd through journal entries to the individual funds, if applicable
- Scan documents and place on the internal network

* LOC Draw*

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LOC Future Process

UCLA: LOC Draw (Future Process)

Post Expenditures
- Expenses to sponsored projects are incurred by the PIs and research staff
- Expenses are posted to the GL in the Financial System
- Expenses are accumulated in the Query Data Base (Data Warehouse)

Download Data/Calculate Draw
- Query run by sponsor to calculate LOC draw amount based on actual expenditures
- Exception report run to identify incorrect/incomplete data

Draw Funds and Follow-up
- Log on and draw funds from sponsor’s electronic system
- Monitor fund transfers into UCLA
- Cash applied using a JE feed
- Supervisor will review LOC draw and supporting documentation on a periodic basis, no less than quarterly
Effort Reporting

Definition
- Effort Reports must be completed for every employee paid from federally funded grants
- Reports for Fall 2009: 6,648
- Completion Rate for Fall 2009: 51.5%

Challenges
- Overall completion rates well below 80% for UCLA
- Multiple re-certifications and re-opening of reports leading to compliance and audit risk
- Inconsistent training and education available to faculty and staff
- Issues with the ERS system lead to frustration on campus
- UCOP Focus on Effort Reporting System-Wide
  - Working on faculty training for effort reporting
  - Requesting metrics from each campus on effort reporting completion and compliance statistics
Effort Reporting

Initiatives

- Update ERS to correctly include ARRA funding and correct Furlough calculation
- Increase on-time and overall completion statistics
- Train campus through Forum Sessions and one-on-one meetings with ERS Help
- Provide FAQ and “Best Practices” documents
- Review the backlog for reports that can be cleared centrally
- Reduce the number of re-certifications and re-opening of reports
- Consequences Statement for non-compliance
- Visit campus departments to conduct personalized outreach on working through effort reporting issues
Effort Reporting

Effort Reporting Completion Statistics as of 06/09/10

- Number of Certified Reports
- Current Open Reports

Spr 06: 6457, Summer 06: 6664, Fall 06: 5819, Winter 07: 5701, Spring 07: 5828, Summer 07: 6087, Fall 07: 5367, Winter 08: 5364, Spring 08: 5481, Summer 08: 5618, Fall 08: 4974, Winter 09: 4648, Spring 09: 4447, Summer 09: 3649, Fall 09: 3425
Other EFM Priorities

- **Accounts Receivable**
  - Creating A/R for all Scheduled Payments
  - Including outstanding A/R payments on outgoing invoices
  - Track write-offs due to uncollectable payments

- **Training**
  - Increased overall training for EFM Staff, specifically related to RAPID solutions for financial reporting (smart closeout tool, etc)
  - Staff evaluations
  - On-boarding of two new employees

- **Metrics**
  - Reviewing monthly metrics report with office
  - Enhancing workload reports for EFM fund managers

- **Cost Transfers**
  - Communicate policies to campus
  - Reduce turnaround time of transfer approval and the number of transfer older than 120 days
ARRA Quarterly Reporting

- July 10th deadline fast approaching
- Department submission through the portal to EFM is due June 25th.
  - ORA closure on July 2nd and Holiday on July 5th
- Reports on the portal will be available on June 11th.
- Sub information is due to UCLA by the 24th. Please make sure you include sub information in your departmental submission.
Financial Reporting Project Update
Michelle Phillips

June 10, 2010
Updates

- Smart Closeout, Upload Tools and User Guide Deployed!

- Closeout submissions since first training sessions (May 19th):
  - 81.25% have used the RAPID Smart Closeout Tool
  - 43.75% have used the RAPID Upload Tool

- If you have not done so already, please attend one of the final training sessions
Smart Closeout Tool Training Sessions

- **Wednesday, May 19th 9:00 am – Noon**
  - Louis Jolyon West Auditorium Room C8-183 Semel Institute

- **Thursday, June 3rd 1:00 pm – 3:30 pm**
  - Physics/Astronomy Building Room 1425

- **Tuesday, June 8th 1:00 pm – 4:00 pm**
  - Neuroscience Research Building Auditorium

- **Friday, June 18th 9:00 am – Noon**
  - Public Policy Rooms 2343 and 2355

- **Thursday, June 24th 1:00 pm – 4:00 pm**
  - Louis Jolyon West Auditorium Room C8-183 Semel Institute

Save the Date and attend training!