



Office of Sponsored Programs (OSP) Pre-Award



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OSP Pre-Award Liaisons

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Introduction



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Objectives

1. Introduce faculty & staff to the administrative process of proposal development
2. Highlight key areas that improve proposal success
3. Provide faculty & staff with skills to prepare for their collaborative work with OSP prior to proposal submission



Alphabet Soup

ALN	Assistance Listing Number
AOR	Authorized Organizational Representative
COI	Conflict of Interest
DOE	Department of Energy
ED/DoEd	Department of Education
F&A	Facilities & Administrative Costs (interchangeable with IDC)
GAO	Grant Accounting Office
IACUC	Institutional Animal Care & Use Committee
IBC	Institutional Biosafety Committee



Alphabet Soup, cont.

IDC	Indirect Costs (interchangeable with F&A)
IRB	Institutional Review Board
NIH	National Institutes of Health
NSF	National Science Foundation
ORGS	Office of Research & Graduate Studies
OSP	Office of Sponsored Programs
PHS	Public Health Services
PI/PD	Principal Investigator/Project Director
SAP	Systems Applications and Products (CMU's internal system)



Who We Are and What We Do in OSP

- Experienced research administrators
- Stay current on grant-related policies and procedures
- Serve as a liaison between university and sponsor
- Support ALL faculty and staff in seeking ANY external funding



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Who We Are and What We Do in OSP

- Letters of Intent (LOI)/Pre-proposals
- Proposals to funders
- Subaward proposals to outside entities
- Zero-dollar opportunities
- In-kind proposals
- Master agreements
- Service Contracts specific to university research and sponsored activities



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World of Pre-Award



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Pre-Award Topic Areas

- PI/PD Eligibility
- Funding Opportunity
- Pre-Proposal and Proposal Development
- Cayuse Overview
- Grant Classification
- Budget Preparation Process
- Internal Review and Approvals
- Submission
- Post-submission
- Award Negotiations
- Your Next Steps



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PI/PD Eligibility

- All professional staff with CMU permanent appointments
- All CMU tenure or tenure-track faculty
- All non-tenure College of Medicine faculty with CMU paid appointments
- CMU Medical Education Partners (CMEP) employees; submissions must also include a project lead who is a paid CMU employee or faculty member, who meets the PI eligibility criteria.
- Fixed term faculty*
- Professional staff on CMU term appointments (e.g., temporary, provisional)*

*only with prior approval from their chief administrator of their unit (Dean, VP, equivalent)



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PI/PD Eligibility... cont.

Restrictions

- Postdoctoral Researchers – only on sponsored programs that are designated for this group and the sponsor requires it
 - A CMU PI/PD eligible faculty member must be at least co-PI for the granting agency, if allowed, and at least co-PI for CMU internal processing and responsibilities



PI/PD Eligibility... cont.

Restrictions

- Students – only on sponsored programs that are designated for this group and they are expected to be a student for the project period
 - A CMU PI/PD eligible faculty/staff member must be at least co-PI for the granting agency, if allowed, and will be PI for CMU internal processing and responsibilities
 - Student will be key senior personnel for CMU internal processing



Funding Opportunity

- Assist faculty/staff with funding opportunity searches at their request
- Reach out early – we want to hear from you!
- Cursory review sponsor guidelines
- Confirm eligibility
- Identify deadlines
- Locate awarded proposals for Research Team's reference/review
- Determine submission method and CMU access
- Determine if it is federal or has federal flow through funding



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Required Research Security Training (RST)

- Covered Individuals include PI (MPI), Co-PIs, key senior personnel, and any other personnel identified per solicitation or award notice
- Required for proposals with direct federal funding and those with federal flow through funding
- Must have been completed within the 12-month period prior to proposal submission
- Certificates will be uploaded to Cayuse



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RST... Cont.

- 1 hour RST training via CITI, and free via your Cmich single sign on, the certificate is saved for you
- NSF has a new 1 hour condensed RST training that fulfills this policy requirement, but they do not save your certificate
- This may be a requirement for new awards and modifications
- If you know you will be seeking funding from a federal source in the coming months, complete it now and you are all set!



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Pre-Proposal Development

- A pre-proposal is generally an abbreviated version of a project
- Initial introduction to the funding opportunity with the PI (meeting or email)
- OSP will review guidelines to determine next steps
- Cayuse Routing may or may not be required
- External partner requirements
- OSP review and vetting must occur before submission of any pre-proposal



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Proposal Development

- Initial introduction to funding opportunity with the PI (meeting or email)
- OSP will send the internal proposal timeline that includes the milestones of tasks
- OSP will review guidelines
- External Partner or any other Specialized Requirements
- Cayuse Routing is required



Proposal Timeline

Days prior to submission deadline		Task
20 full business days -Specialized Proposals	10 full business days -Standard Proposals	Begin working with OSP
5 full business days		Initiate Cayuse routing
3 full business days		Complete COI form(s), Cayuse routing certification from all project team members, and All final proposal documents to OSP

Updated External Grant and Contract Proposal Submission Timeline Policy effective 9/1/2025



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At-Risk Policy

- Definition of At-Risk Proposal

Proposals that fall outside the Proposal Submission Timeline Policy

- Purpose

This policy supports the updates to the Timeline policy and standardizes the treatment and impact of proposals that fall outside of the university's required submission timeline

The policy promotes accountability and stresses the importance of timely and thorough proposal preparation

New At-Risk Policy effective 1/12/2026



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Implications and Considerations

- At-risk proposals may receive limited review
- Institutional signatures are not guaranteed
- May be unsubmitted, submitted with issues, or withdrawn if issues cannot be resolved prior to the submission deadline
- Will not qualify for the Research Incentive Award course releases or CSE-ORGS course releases
- Proposal titles will begin with “At-Risk:” on reports and internal documents



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At-Risk Proposal Key Points

- Cayuse Routing is still required
- You can start out in compliance with the Timeline Policy and could still become At-Risk
- The submission to sponsor will not occur
 - If OSP is initially notified about a proposal within 0-3 full business days of submission deadline
 - If COI's and **all** final documents are not to OSP at least 3 full business days prior to submission deadline
- A proposal recommended for funding that was not properly vetted prior to submission will need re-routing prior to award acceptance and processing



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Cayuse SP (“Cayuse”)



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What is Cayuse ?

- Cayuse is a cloud-based platform used to manage the entire lifecycle of externally funded research proposals and awards
- It is used for proposal creation, routing, and award closeout



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Why CMU Uses Cayuse?

- Simplifies the grant lifecycle from start to finish
- Provides transparency and efficiency in proposal tracking and approvals
- Facilitates collaboration between only the CMU side of the project team, department supports, OSP, and Grant Accounting
- Serves as a repository for all proposal documentation and award management



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Cayuse – Overview

- OSP will initiate your Cayuse proposal shell
- Cayuse Project Title is an internal title
 - Sponsor Project Title will be different



[Proposals](#)

[Projects](#)

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[My Active Projects](#) / [PI last name, Special designator, Sponsor name, Mo/Yr Due](#) / 26-0077-P0001

PI last name, Special designator, Sponsor name, Mo/Yr Due



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Cayuse – Overview (cont.)

- Proposal Sections may differ depending on the project

Proposal Sections	
Introduction	✓
Sponsor & General Information	14
Abstract / Summary / Scope Of Work	1
Regulatory Compliance	8
Export Control	2
Project Team	✓
Budget Summary	✓
Subrecipients	✓
OSP ONLY: Financial Disclosures	!
OSP ONLY: SAP GM Forms	✓



Cayuse – Details Completed by OSP

- ‘ADMIN USE ONLY’ details
 - Sponsor & General Information & Project Team sections
- OSP ONLY sections:
 - ‘Financial Disclosures’ - this section may not reflect current status due to reporting delays
 - ‘SAP GM Forms’ – this section includes project specific details to assist with internal processing



Cayuse – Sponsor & General Information

- Deadlines

Sponsor & General Information	
Please fill out as much of the information below as possible. Your ORGS Pre-Award Liaison will assist as necessary.	
Is this proposal in At-Risk status?*	
<input type="radio"/> Yes	
<input checked="" type="radio"/> No	
Office of Sponsored Programs Internal Deadline Date (3 full business days prior to submission date per CMU policy)*	
<input type="text" value="2/24/2026"/>	8:00 AM (Eastern Time)
Proposal Submission Deadline Date*	Proposal Submission Deadline Time (Eastern Time)*
<input type="text" value="2/27/2026"/>	<input type="text" value="5:00 PM"/>

- Research Type is critical to ensure accuracy

Research Type*



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Cayuse – Regulatory Compliance

- This section is completed in alignment with the specific needs of each individual project, ensuring accurate and relevant compliance documentation.

If you have questions about compliance requirements for your proposal please contact:

Office of Research Compliance - (989) 774-1152 or

- IRB - cmuirb@cmich.edu
- IACUC - IACUC_ADMIN@cmich.edu
- IBC - ibc@cmich.edu

Office of Lab and Field Safety - (989) 774-4474 or labfieldsafety@cmich.edu



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Cayuse - Export Control

- The research team is responsible for identifying items that may fall under export control

If you have questions please contact the Office of Research Compliance at (989) 774-1152 or export@cmich.edu.

Will there be any non-U.S. persons (anyone who is not a U.S. citizen or permanent resident), including collaborators, faculty, staff, or students, participating in this project or having access to (or being provided with) information or materials related to the project?*

Yes

No

Do you anticipate that this project may involve any international activities, such as international travel, international presentations, or the import, export, or transmission of goods, services, technology, or funds to or from another country?*

Yes

No



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Cayuse – Project Team

- Project Team section includes all Key and Senior Personnel from CMU on the project
- College(s)/Division(s), Department(s), and Institutes/Centers selected accordingly
- “Credit %” represents each team member’s expected contribution to the project. The total across all members should equal 100%, but it is not tied to the budget

Name *		Role *	
<input type="text" value="Q"/>	▼	<input type="text" value="Q"/>	▼

Internal Association *	Credit	Sponsored Effort			Cost Share Effort			Total Effort
		C	A	S	C	A	S	
<input type="text" value="Q"/>	▼	<input style="width: 50px;" type="text" value="%"/>	<input style="width: 50px;" type="text" value="%"/>	<input style="width: 50px;" type="text" value="%"/>	<input style="width: 50px;" type="text" value="%"/>	<input style="width: 50px;" type="text" value="%"/>	<input style="width: 50px;" type="text" value="%"/>	<input style="width: 50px;" type="text" value="0%"/>

[+ Add Internal Association](#)



Cayuse – Budget Summary

- OSP completes this section

Budget Summary

Total Direct Costs*

Total Indirect Costs*

Total Costs*

Indirect Cost Rule*

11 Expenses (Yes)

1 Do Not Use (No)

Will this proposal involve Cost Sharing?*

Yes

No

Does the sponsor or program have a salary cap? ⓘ *

Yes

No

Does the Research Incentive Award (RIA) policy and/or the CS&E/ORGS Course Release policy apply?*

Yes

No

Attach Budget(s)

Drag and drop new files or click to select from file system...

Attach a Budget Justification

Drag and drop new files or click to select from file system...

ADMIN USE ONLY: SAP Budgetary Information

Sponsor Revenue Type (selection = Sponsor Type from ADMIN USE ONLY tab)*

G910000: Federal Revenues

G920000: State Revenues



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Cayuse – Subrecipients

- Includes required documentation from any collaborating entity/institution
- This section must be completed & required documents uploaded prior to routing

Subrecipients

If this proposal involves one or more subrecipient(s) for which funds are requested, indicate the proposed subrecipient(s) and their contacts below, and provide available attachments. The Pre-Award Liaison will reach out to complete/obtain additional attachments.

Does this proposal involve one or more subrecipient(s)?

Yes

No

Proposed Subrecipient #1

Attachments

[Drag and drop](#) new files or [click](#) to select from file system...

Administrative Contact Name

Administrative Contact Email

Administrative Contact Phone



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Grant Classification



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Grant Classification

- CMU's financial statements are required to be classified in CMU's financial system (SAP) under 8 main categories for grants:
 - Instruction
 - Research
 - Public Service
 - Academic Support
 - Student Services
 - Institutional Support
 - Operations and Maintenance of Plant
 - Scholarships and Fellowships



Grant Classification

- Grant classification is worked on at the pre-award stage but can be changed at the post award stage.
- The grant is classified based on purpose and budgeted expenses on the project.
- When trying to determine the functional classification the proposal and award documents are used to assist, as well as the PI's explanation of the project outcome/goals.



Grant Classification

- If the purpose is mixed between multiple classifications, the grant will be classified based on which classification the majority of the expenses fall in.
- If OSP and Grant Accounting need assistance with determining the functional classification, they will work together to use additional resources.
- Grant classification determines the indirect cost rate CMU is allowed to use on the project, unless limited by sponsor.



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Grant Classification

- CMU uses NACUBO's definitions of expense classification that were adapted from the Financial Accounting and Reporting Manual for Higher Education.
- The definitions can be found on CMU's website using the link below:
 - <https://www.cmich.edu/offices-departments/finance-administrative-services/financial-services-reporting/accounting-services/sap-information/expense-classification>
- Please note some classifications listed on the website are not commonly use for grant purposes.



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Instruction

- The instruction category includes expenses for all activities that are part of an institution's instruction program. Expenses for credit and noncredit courses; academic, vocational, and technical instruction; remedial and tutorial instruction; and regular, special, and extension sessions should be included.
- The instruction category includes the following subcategories:
 - **General Academic Instruction.** This subcategory includes expenses for formally organized and/or separately budgeted instructional activities that are carried out during the academic year (as defined by the institution), associated with academic offerings described by the Integrated Postsecondary Education Data System (IPEDS) instructional program categories identified in the National Center for Education Statistics (NCES) publication, A Classification of Instructional Programs, and offered for credit as part of a formal post-secondary education degree or certificate program. Open university, short courses, and home study activities falling within this classification and offered for credit are included. However, this subcategory does not include instructional offerings that are part of programs leading toward degrees or certificates at levels below the higher educational level, such as adult basic education.



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Instruction Continued

- **Vocational/Technical Instruction.** This subcategory includes expenses for formally organized and/or separately budgeted instructional activities that are carried out during the academic year (as defined by the institution), usually associated with IPEDS instructional program categories and offered for credit as part of a formal postsecondary education degree or certificate program. Open university, short courses, and home study falling within this classification and offered for credit are included. However, this subcategory does not include instructional offerings that are part of programs leading toward degrees or certificates at levels below the higher education level, such as adult basic education.
- **Community Education.** This subcategory includes expenses for formally organized and/or separately budgeted instructional activities that do not generally result in credit toward any formal postsecondary degree or certificate. It includes noncredit instructional offerings carried out by the institution's extension division as well as noncredit offerings that are part of the adult education or continuing education program. This subcategory also includes expenses for activities associated with programs leading toward a degree or certificate at a level below the higher education level, such as adult basic education.



Instruction Continued

- **Preparatory/Remedial Instruction.** This subcategory includes expenses for formally organized and/or separately budgeted instructional activities that give students the basic knowledge and skills required by the institution before they can undertake formal academic coursework leading to a postsecondary degree or certificate. Such activities, supplemental to the normal academic program, generally are termed preparatory, remedial, developmental, or special educational services. These instructional offerings may be taken before or along with the coursework leading to the degree or certificate. They are generally noncredit offerings, although in some cases credit may be provided specifically for required preparatory or remedial skills or knowledge, and should be included in this category. If students may meet satisfactory preparatory requirements by taking offerings provided primarily for other than remedial or preparatory purposes, those, offerings should be classified elsewhere.
- **Instructional Information Technology.** This subcategory includes expenses for formally organized and/or separately budgeted instructional information technology. If an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs will be applied to academic support and the remainder to institutional support.



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Research

- The research category includes all expenses for activities specifically organized to produce research, whether commissioned by an agency external to the institution or separately budgeted by an organizational unit within the institution. Subject to these conditions, the category includes expenses for individual and/or project research as well as that of institutes and research centers. This category does not include all sponsored programs, nor is it necessarily limited to sponsored research, since internally supported research programs, if separately budgeted, might be included in this category under the circumstances described. Expenses for departmental research that are separately budgeted are included in this category. However, the research category does not include expenses for departmental research that are not separately budgeted. Such expenses are included in the instructional category.
- The research category includes the following subcategories:
 - **Institutes and Research Centers.** This subcategory includes expenses for research activities that are part of a formal research organization created to manage many research efforts. While this subcategory includes agricultural experiment stations, it does not include federally funded research and development centers, which, for public institutions, should continue to be classified as independent operations.
 - **Individual and Project Research.** This subcategory includes expenses for research activities that are managed within academic departments. Such activities may have been undertaken as the result of a research contract or grant or through a specific allocation of the institution's general resources.
 - **Research Information Technology.** This subcategory includes expenses for formally organized and/or separately budgeted research information technology. If an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs will be applied to academic support and the remainder to institutional support.



Public Service

- The public service category includes expenses for activities established primarily to provide non-instructional services beneficial to individuals and groups external to the institution. These activities include community service programs (excluding instructional activities) and cooperative extension services. Included in this category are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar non-instructional services to particular sectors of the community.
- The public service category includes the following subcategories:
 - **Community Service.** This subcategory includes expenses for activities organized and carried out to provide general community services, excluding instructional activities. Community service activities make available to the public various resources and special capabilities that exist within the institution. Examples include conferences and institutes, general advisory services and reference bureaus, consultation, testing services (for example, soil testing, carbon dating, structural testing), and similar activities. The activities included in this subcategory are generally sponsored and managed outside the context of both the agricultural and urban extension programs and of the institution's public broadcasting station.
 - **Cooperative Extension Service.** This subcategory includes expenses for non-instructional public service activities established as the result of cooperative extension efforts between the institution and outside agencies such as the U.S. Department of Agriculture's extension service and the affiliated state extension services. This subcategory is intended primarily for land-grant colleges and universities and includes both agricultural extension and urban extension services. The distinguishing feature of activities in this subcategory is that programmatic and fiscal control is shared by the institution with the Department of Agriculture's extension service, the related state extension services, and agencies of local government.



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Public Service Continued

- **Public Broadcasting Services.** This subcategory includes expenses for the operation and maintenance of broadcasting services operated outside the context of the institution's instruction, research, and academic support programs. Excluded from this subcategory are broadcasting services conducted primarily in support of instruction (classified in the subcategory ancillary support), broadcasting services operated primarily as a student service activity (classified in the subcategory social and cultural development), and broadcasting services that are independent operations (classified in the subcategory independent operations/institutional).
- **Public Service Information Technology.** This subcategory includes expenses for formally organized and/or separately budgeted public service information technology. If an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs will be applied to academic support and the remainder to institutional support.



Academic Support

- The academic support category includes expenses incurred to provide support services for the Institution's primary missions: instruction, research, and public service. It includes the retention, preservation, and display of educational materials, such as libraries, museums, and galleries; the provision of services that directly assist the academic functions of the institution, such as demonstration schools associated with a department, school, or college of education; media such as audio-visual services and technology such as computing support; academic administration (including academic deans but not department chairpersons) and personnel development providing administration support and management direction to the three primary missions; and separately budgeted support for course and curriculum development. For institutions that currently charge some of the expenses-for example, computing support-directly to the various operating units of the institution, this category does not reflect such expenses.
- This category includes the following subcategories:
 - **Libraries.** This subcategory includes expenses for organized activities that directly support the operation of a cataloged or otherwise classified collection.
 - **Museums and Galleries.** This subcategory includes expenses for, organized activities that provide for the collection, preservation, and exhibition of historical materials, art objects, scientific displays, etc. Libraries are excluded.
 - **Educational Media Services.** This subcategory includes expenses for organized activities providing audiovisual and other services that aid in the transmission of information in support of the institution's instruction, research, and public service programs.



Academic Support Continued

- **Academic Support Information Technology.** This subcategory includes expenses for formally organized and/or separately budgeted academic support information technology. If an institution does not separately budget and expense, information technology resources, the costs associated with the three primary programs will be applied to this category and the remainder to institutional support.
- **Ancillary Support.** This subcategory includes expenses for organized activities that provide support services to the three primary programs of instruction, research, and public service, but are not appropriately classified in the previous subcategories. Ancillary support activities usually provide a mechanism through which students can gain practical experience. An example of ancillary support is a demonstration school associated with a school of education. The expenses of teaching hospitals are excluded.
- **Academic Administration.** This subcategory includes expenses for activities specifically designed and carried out to provide administrative and management support to the academic programs. This subcategory is intended to separately identify expenses for activities formally organized and/or separately budgeted for academic administration. It includes the expenses of academic deans (including deans of research, deans of graduate schools, and college deans), but it does not include the expenses of department chairpersons (which are included in the appropriate primary function categories). The subcategory also includes expenses for formally organized and/or separately budgeted academic advising. Expenses associated with the office of the chief academic officer of the institution are not included in this subcategory but should be classified as institutional support.



Academic Support Continued

- **Academic Personnel Development.** This subcategory includes expenses for activities that provide the faculty with opportunities for personal and professional growth and development to the extent that such activities are formally organized and/or separately budgeted. This subcategory also includes formally organized and/or separately budgeted activities that evaluate and reward the professional performance of the faculty. Included in this subcategory are sabbaticals, faculty awards, and organized faculty development programs.
- **Course and Curriculum Development.** This subcategory includes expenses for activities established either to significantly improve or to add to the institution's instructional offerings, but only to the extent that such activities are formally organized and/or separately budgeted.



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Student Services

- The student services category includes expenses incurred for offices of admissions and the registrar and activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural, and social development outside the context of the formal instruction program. It includes expenses for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics (if the program is not operated as an essentially self-supporting activity), counseling, and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health service (if not operated as an essentially self-supporting activity). In recent years, some institutions have created an office of enrollment management; expenses for such an office are best categorized in student services.
- The student services category includes the following subcategories:
 - **Student Services Administration.** This subcategory includes expenses for organized administrative activities that provide assistance and support (excluding academic support) to the needs and interests of students. This subcategory includes only administrative activities that support more than one subcategory of student activities and/or that provide central administrative services related to the various student service activities. In particular, this subcategory includes services provided for particular types of students (for example, minority students, veterans, and handicapped students). Excluded from this subcategory are the activities of the institution's chief administrative officer for student affairs, whose activities are institution-wide and therefore should be classified as institutional support.



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Student Services Continued

- **Social and Cultural Development.** This subcategory includes expenses for organized activities that provide for students' social and cultural development outside the formal academic program. This subcategory includes cultural events, student newspapers, intramural athletics, student organizations, etc. Expenses for an intercollegiate athletics program are included in this subcategory if the program is not operated as an essentially self-supporting operation (in which case all the related expenses would be reported as auxiliary enterprises).
- **Counseling and Career Guidance.** This subcategory includes expenses for formally organized placement, career guidance, and personal counseling services for students. This subcategory includes vocational testing and counseling services and activities of the placement office. Excluded from this subcategory are formal academic counseling activities (academic support) and informal academic counseling services (instruction) provided by the faculty concerning course assignments.
- **Financial Aid Administration.** This subcategory includes expenses for activities that provide financial aid services and assistance to students. This subcategory does not include outright grants to students, which should be classified as either revenue reductions, agency transactions, or expenses, as discussed elsewhere.
- **Student Admissions.** This subcategory includes expenses for activities related to the identification of prospective students, the promotion of attendance at the institution, and the processing of applications for admission.
- **Student Records.** This subcategory includes expenses for activities to maintain, handle and update records for currently enrolled students as well as for students previously enrolled.



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Student Services Continued

- **Student Health Services.** This subcategory includes expenses for organized student health services that are not self-supporting; self-supporting health services are reported as auxiliary enterprises.
- **Student Services Information Technology.** This subcategory includes expenses for formally organized and/or separately budgeted student services information technology. If an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs will be applied to academic support and the remainder to institutional support.



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Institutional Support

- The institutional support category includes expenses for central, executive-level activities concerned with management and long-range planning for the entire institution, such as the governing board, planning and programming operations, and legal services; fiscal operations, including the investment office; administrative data processing; space management; employee personnel and records; logistical activities that provide procurement, storerooms, printing; transportation services to the institution; support services to faculty and staff that are not operated as auxiliary enterprises; and activities concerned with community and alumni relations, including development and fundraising.
- Appropriate allocations of institutional support should be made to auxiliary enterprises, hospitals, and any other activities not directly related to the primary program categories or the related support categories.
- This category includes the following subcategories:
 - **Executive Management.** This subcategory includes expenses for all central, executive-level activities concerned with management and long-range planning for the entire institution (as distinct from planning and management for any one program within the institution). All officers with institution-wide responsibilities are included, such as the president, chief academic officer, chief business officer, chief student affairs officer, and chief development officer. This subcategory includes such operations as executive direction (for example, governing board), planning and programming operations, and legal operations.



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Institutional Support Continued

- **Fiscal Operations.** This subcategory includes expenses for operations related to fiscal control and investments. It includes the accounting office, bursar's office, and external audits. Interest expense on working capital loans is recorded with other interest expenses and is not recorded as institutional support. In addition, bad debt expense for student and other accounts receivables is recorded as a reduction in the specific revenue source rather than as an expense.
- **General Administration.** This subcategory includes expenses for activities related to general administrative operations and services (with the exception of fiscal operations and administrative information technology). Included in this subcategory are personnel administration, space management, purchasing and maintenance of supplies and materials, campus-wide communications and transportation services, general stores, and printing shops.
- **Administrative Information Technology.** This subcategory includes expenses for formally organized and/or separately budgeted administrative information technology. If an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs will be applied to academic support and the remainder to this category.
- **Public Relations/Development.** This subcategory includes expenses for activities to maintain relations with the community, alumni, or other constituents and to conduct activities related to institution-wide development and fundraising. Public institutions are also required to follow the provisions in Statement of Position 98-2, Accounting for Costs of Activities of Not-for-Profit Organizations and State and Local Governmental Entities That Include Fund Raising. This SOP requires that if certain criteria, namely purpose, audience, and content, are met, the costs of the activity should be allocated between fundraising and the appropriate program or management and general function. If all of the criteria are not met then the entire amount is classified as fundraising costs. In addition, certain disclosures are required.



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Operations and Maintenance of Plant

- The operation and maintenance of plant category includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the institution's physical plant. They include expenses normally incurred for such items as janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture, and equipment; care of grounds; maintenance and operation of buildings and other plant facilities; security; earthquake and disaster preparedness; safety; hazardous waste disposal; property, liability, and all other insurance relating to property; space and capital leasing; facility planning and management; and central receiving. It does not include interest expense on capital-related debt.
- This category includes the following subcategories:
 - **Physical Plant Administration.** This subcategory includes expenses for administrative activities that directly support physical plant operations. Activities related to the development of plans for plant expansion or modification, as well as plans for new construction, should be included in this subcategory. Also included are property, liability, and all other insurance relating to property.
 - **Building Maintenance.** This subcategory includes expenses for activities related to routine repair and maintenance of buildings and other structures, including normally recurring repairs and preventive maintenance.
 - **Custodial Services.** This subcategory includes expenses related to custodial services in buildings.



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Operations and Maintenance of Plant Continued

- **Utilities.** This subcategory includes expenses related to heating, cooling, light and power, gas, water, and any other utilities necessary for the operation of the physical plant.
- **Landscape and Grounds Maintenance.** This subcategory includes expenses related to the operation and maintenance of landscape and grounds.
- **Major Repairs and Renovations.** This subcategory includes expenses related to major repairs, maintenance, and renovations. Minor repairs should be classified as building maintenance. The institution should define the distinction between major repairs and minor repairs. Costs that will be capitalized in accordance with the institution's capitalization policy are excluded.
- **Security and Safety.** This subcategory includes expenses related to security; earthquake and disaster preparedness; safety, including environmental safety; and hazardous waste disposal.
- **Logistical Services.** This subcategory includes expenses related to logistical services such as central receiving as well as space and capital leasing.
- **Operations and Maintenance Information Technology.** NACUBO's Advisory Report 99-3 added this subcategory. This subcategory includes expenses for formally organized and/or separately budgeted operation and maintenance of information technology. If an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs will be applied to academic support and the remainder to institutional support.



Scholarships and Fellowships

- This category includes the following subcategories:
 - **Scholarships.** This subcategory includes grants-in-aid, trainee stipends, tuition and fee waivers, and prizes to undergraduate students.
 - **Fellowships.** This subcategory includes grants-in-aid and trainee stipends to graduate students. It does not include funds for which services to the institution must be rendered, such as payments for teaching.
- A grant in this classification could impact a student's financial aid package. Please reach out to Financial Aid financialaid@cmich.edu and Grant Accounting – grantacct@cmich.edu if you have questions.



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World of Pre-Award... cont.



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Budget Development

- OSP will draft budget
- Apply correct Indirect Cost rates
- Verify allowable costs
- Voluntary match is not allowed
- Update budget draft as needed
- Assist with preparing budget justification
- Budget Review prior to Cayuse upload



OSP Cayuse Review Prior to Routing

- Validate Cayuse shell prior to routing for internal approvals
- Initiate Cayuse Routing
 - "Cayuse Administration" will send email notifications to the project team for next steps



Conflict of Interest (COI) Disclosure in Cayuse Outside Interests

- OSP will send an email after routing initiation with helpful information to assist the project team with completing their COI disclosure.

The following will be needed to complete this form for this specific proposal, and I have included this to ease the burden on you.

Is this Public Health Services funded? ____

Title of Sponsored or Research Project: ____

Name of Sponsor: ____

Project Target Start Date: ____

Project Target End Date: ____



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Internal Review and Approvals

- Obtain project team proposal certification
- Confirm project team COI disclosure completed and accurate
- Obtain leadership approvals
- Authorized Organization Representative (AOR) signature will only be secured after routing is complete



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Proposal Components

- Abstract/Project Summary/Statement of Work
- Narrative/Project Description
- Biosketches/CVs
- Current and Pending Support
- Facilities and Resources
- Letters of Support/Collaboration
- Data Management Plan
- Other sponsor required documents



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SciENCv

- SciENCv saves your information for next time
- Required for NSF Biosketches and Current and Pending Support
- Required for NIH Biosketches and Other Support
- NSF and NIH specific formatted Biosketches are available

<https://www.ncbi.nlm.nih.gov/sciencv/>



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Who Does What Towards Submission?

OSP	PI/Project Director
Sponsor Forms	Proposal Narrative/Abstract
Excel and Sponsor Budgets	Facilities and Equipment Statements
President/Provost/VP Letters and Signatures	Profile Development in Submission Portals
Cayuse Completion Verification	Data/Evaluation/Mentor Plans
It Depends!	
Budget Narratives	Interface with Sponsors
Draft Letters of Collaboration/Support for Partners	Making Pre-Award Arrangements with External Partners
Access, Uploading, and Data Entry to Submission Portals	Finalize and Submit Proposals



Submission

- OSP must review final pre-proposal and proposal documents at least 3 full business days prior to submission
- OSP assists with final compliance checks
- Submit proposal
- OSP confirms submission and saves confirmation
- OSP will notify Principal Investigator (PI) of successful submission



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Post-Submission Follow-up

- Save the proposal to Cayuse as submitted
- Initiate proposal processing in SAP
- Track proposal status
 - If a PI gets a decline they should send the notice to OSP
- Manage and review sponsor requests



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Other Support Disclosure Training

- For NIH only
- Senior/Key Personnel
- OSP will only submit Other Support documents to NIH for those who have completed the required training
- Offered through CITI (one hour training)
- Certificates will be uploaded to Cayuse



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Award Negotiation

- Review award notice
- Route through departments as needed
- Negotiate terms of award with sponsor
- Obtain signatures as needed
- Initiate award processing in SAP



Your Next Steps



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Evaluating Prospective Sponsors

What makes a "good fit" between your project and a sponsor?

- Interest area
- Target population
- Scope of project impact
- Geographic location of project
- Type of project
- Size of grants
- Type of grantees



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Obtain Guidelines Early

- Most federal, state, and foundation guidelines are available online
- Beware the double set of guidelines (general vs. program)
- Read them carefully, highlighting specific requirements
- Follow the guidelines to the letter!
- Make sure you know EXACTLY what the sponsor wants in each section (and what is not wanted!)



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Identify Project Partners

- Colleagues in your field
- Successful grant getters
- Professional organizations and associations
- Networking builds infrastructure (skills and bricks) needed to accomplish large projects
- Networking leverages others' resources and support for greater project impact



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Contact a Program Officer

- Introduce yourself, your team and your idea (concept paper or letter of inquiry)
- Can greatly improve your chances of funding
- Don't be intimidated; *sell* your idea with enthusiasm
- Take the PO's comments to heart
- Offer greater written detail or ask to serve as a reviewer



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Dive Into the Writing Process: Abstract and Background

- Critical first impression sections
- Persuades reviewer that the rest of the proposal is worth reading
- Relays the importance and urgency of your funding
- Tests what you know about the current state of knowledge in your field



Dive Into the Writing Process: Program or Research Plan

- Be comprehensive, task-oriented and very specific; include clear hypothesis, if relevant
- Acknowledge potential issues and your team's solves
- Explain how your work will build on prior progress the funder has supported
- Include integrative or sustainable elements to maximize the funder's investment in your work



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Dive into the Writing Process: Evaluation and Dissemination

- Evaluation is the "Background and Significance" for your continuation project
- Evaluation may be comprehensive or just confirm that the work promised is getting done
- Include non-expert audiences in your project dissemination plans
- Always justify public investment in your work by sharing the benefits broadly



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Final Thoughts

- Good ideas will eventually be funded
- Failure is built into good grantsmanship
- "If you want to increase your success rate, double your failure rate."
 - Thomas Watson, Sr. IBM Founder



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In Closing



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Let Us Know How We Can Help

- When in doubt reach out – we are happy to help!
- The research environment is ever changing and adapting to new policies and initiatives - even from one cycle to the next – don't let this discourage you!
- We're part of your team!



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Q & A



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