Adding Value to Financial Practices
Creation of The Value Added Practices Team “VAP”

Ellen Axelrod
Leslie Brown

Financial Task Force
May 18, 2009
Value Added Practices
Report Summary

• Overview of VAP concept and history

• Evaluation of VAP concept based on pilot program and recommendation for sustainability

• Interim report for VAP Team
  Grant Administration
Pilot Program

• Create first cross-university VAP team

• First topic determined by the Financial Task Force - review and improve grant pre and post award business processes

• Identify and communicate grant processes Value Added Practices to the NYU Community
Benefits to University

• Establishes collaborative cross-university teams
• Encourages the sharing of knowledge and resources – maximizing outcomes while reducing initial investment
• Enhances administrative bench-strength
• Improves communication across the University
• Acknowledges inherent operational issues and rewards solution-creation behavior
• Increases productivity and effectiveness
• Problem sharing can readily lead to discussions of other off topic operational issues
• Informal networks (emails) developed to continue problem and solution sharing outside VAP meetings
• “Expert testimony” by University offices has turned into a series of focused and interactive forums around problem-solving
VAP Challenges

• Identifying optimal team size and appropriate team members

• Ensuring full participation of team members

• Willingness to commit time for both attending meetings and required deliverables

• Maintaining focus on topics

• Building consensus on what is “value added”
VAP Team Constructs

• Internal – Dedicated team of school grant administrators with participants from University administrative functions

• External – Series of Presentations to be given by various University Functional Teams
  • Office of Sponsored Program
  • CDV/Sponsored Program Administration/Contracts
  • Development

• Provided current findings to the External Review Committee for Administrative Infrastructure for Research

• Established Team Norms and Procedures
  • Guidance provided by Eric Loffswold of Central HR

• Maintain and post all documentation on the University’s Wiki
VAP Program Sustainability

• Potential additional team topics:
  • Budget Reductions
  • On-line Tracking of Time Sheets
  • Gift Tracking
  • Budget Preparation and Financial Forecasting

• Market VAP concept at cross-university meetings to encourage formation of new teams

• Establish advisory relationship with Program Services Office and Vice President for Financial Operations and Treasurer

• Continue to reassess already established VAP
VAP – Grant Administration

Team Participants & Affiliation:

- Ellen Axelrod - Stern School of Business
- Leslie Brown - Steinhardt School of Culture, Education, and Human Development
- Laura Bundesen - Courant Institute of Mathematical Sciences
- Maria Di Pompo - Silver School of Social Work
- Renee Kleinman - College of Dentistry
- Eric Loffswold - Employee Relations (startup guidance)
- Chaya Mohan - Division of Libraries
- Minerva Novero - Sr. VP for Finance & Budget (no longer member)
- Andrea Stanton - Office of the Provost-Center for Dialogues
- Maria Shamis - FAS
- Tony Wong - Office of the Treasury (no longer member)
VAP Grant Administration

Summary Statement

• Enclosed you will find the reports of the first Value-Added Practices Task Force. We have spent the past several months gathering information on University procedures relating to grant and gift pre- and post-award processes, as well as on the various work-around practices and shadow systems that individual departments and schools have developed to supplement these procedures.

• Through this information-gathering process, we have identified several strong possibilities for meaningful cost-saving and time-saving opportunities, at the departmental, school, and University levels. We have identified several key areas throughout the University’s administrative structure that if changed in an evolutionary but important manner could reduce time and effort for administrative and financial staff, and research and teaching faculty. With today’s economy increasing the challenge of obtaining grants and using their revenue in the most effective way, we believe that these reductions offer immediate value.

• We invite you to read our recommendations and supporting documents, and to contact us directly with any feedback you may have.
Report Summary
VAP Grant Administration

Mapping of pre and post award processes highlighted significant potential for re-engineering resulting in improved services and possible cost-savings.

• Additional involvement and commitment to change will be needed from every University Office involved in grant admin to achieve improvements.

• VAP will continue to meet to identify additional VAP and “pain points” as well as provide guidance as needed for new system development.
Task 1: Pre-Award

Team Participants mapped the pre-award process to understand intra-School and School-University (OSP, Contracts) interactions and timeline.

– Confirmed mapping as a valuable diagnostic tool
– Revealed largely similar pathways between Schools and Provostial Units
– Highlighted lack of clear processes, overview perspective and workflow
Task 2: Post-Award

Post-award mapping still in progress to understand intra-School and School-University (SPA, OSP, CDV, Contracts) interactions and timeline.

- Revealed dissimilar pathways between Schools and Provostial Units due to local unit personnel resources, empowerment and School/unit structure
- Complexity of post-award and integration with non-research University procedures shifted post award mapping to a problem-identification process
Detailed Recommendations

• Appropriate Univ offices (OSP, Contracts, OIL, OLC & UDAR) work with VAP to add clear timeline commitments to pre-award map and abide by them

• VAP work with CDV, OSP, UDAR to refine pre-award map:
  – Clarify roles and processing of subawards and contracts
  – VAP to work with UDAR/SPA to create easily understood guidelines to identify gifts vs. grants.
  – Expand map to clarify gift processing.

• ITS/OSP/PSO report to VAP on feasibility of on-line accessible workflow system to track research fund application process (inclusive of all award types ranging from NYU Poly Seed awards to NSF) by all parties; assessment of existing systems

• VAP to work with HR/PSO/Univ admin offices on development of training for PI’s, admin and researchers on pre-award processes and possible pitfalls
Detailed Recommendations

Particular pain points:

– Inadequate and inconsistent communications from University offices regarding processes and lack of communications on changes in process, updates, improvements and system problems. Lack of communication pathways other than personal contact list

– Lack of research-friendly reports (grant year) and verifiable data. Absence of adequate tracking/integrated workflow systems results in numerous diverse shadow systems

– Funds 24-25 budget input and modification/budget controls
Detailed Recommendations

Particular pain points:

– Lack of grant-specific policies (participant payment, record retention, time and effort)
– Reconciliation of new T&E system vs. draft policy vs. notification to faculty
– On-going financial system issues:
  • overhead posting
  • payroll (retroactive posting)
  • report reconciliation
Specific VAP Identified to Date:

1. Grant submission calendar from PI unit to OSP which highlights upcoming submissions
2. PI appointment forms
3. PI “new award” meeting and materials
4. Grant financial tracking & reconciliation system
Supplemental Documents for VAP for Grant Administration

1. VAP Team Norms
2. Pre-Award Map
3. Post-Award Map “WIP”
4. Sample of CIMS Funding Ops Newsletter
5. Sample of Steinhardt New Grand Award Info
6. Sample of Payroll Instruction Sheet
7. CIMS Shadow System for Grant
8. CIMS tracking of Upcoming Grants
1. Meeting Frequency
   - Meetings will take place every other week on Friday between 2-4PM

2. Roles and Action Items
   - Each meeting will have both a facilitator and a note taker
   - All team members will experience these roles on a rotating basis
   - Volunteering for facilitator is our preferred method to fill this role
   - The facilitator will become the note taker at the following meeting
   - Meeting notes will include:
     - Action items and follow-up dates
     - A time line for deliverables
     - A description of the deliverables which will be posted to the wiki within one week of the meeting by note taker

3. Attendance
   - Our expectation is that meetings will start on time
   - If you know that you will be running late, please notify the team via email or call the office indicated by the facilitator
   - If you are unable to attend a meeting please contact the facilitator via email and indicate the name of your replacement if any
   - If your schedule prohibits you attending in person, we will try to arrange a conference call
   - If you miss multiple meetings, we will expect you to graciously bow out and find a replacement

4. Conflicts
   - All discussions will be addressed in a respectable manner in which we comment on the content and not the contributor

5. Communication
   - See attendance
   - Post information to the VAP wiki

       https://jira.nyu.edu/confluence/login.action;jsessionid=340C8E3E013BE0CAADA6

6. Decisions
   - Our goal is to build consensus while being open to understanding each other’s views however in the event that consensus cannot be reached within the meeting then a majority will suffice
   - If the team is stumped as to what to do or feels that more than one answer may be correct, then advice will be obtained from the Financial Task Force.
PI develops initial idea
- OSP sends out list

Dental will impose OH on late breaking.
Issue: Treasurer
SPA School notification

Office of Sponsored Programs (OSP)
- Sends out notification
- Funder notifies SPD of intent to contract

Budget for contract development done by SPD
- Determination of grant vs. gift
  - School negotiated via submittal w/ Treasurer
  - term
  - deliverables
  - exchange value
  - reporting
  - funder/pass-thru

Internal school approval
- Cost Sharing
- Course Buyout
- Space/Money
- Ott

Proposal development
- PI to narrative
  SPD→budget
  (FAS SPD is in dept.)
- Proposal developed
  by SPD

Sponsor sends signed contract to School/PI
- OSP/Contracts

Buyout:
- 15% SSSW
- 17% Steinhardt/cims
- 17% FAS (depending on dept. load)
  - as much as possible- Dental

Official submittal to OSP
- synopsis form
- disclosure form
- conflict of interest form
- IRB status (can be pending)

Where is CIMS on this?

Gov/Restricted Grants
- PI develops initial idea
- OSP sends out list

Corps/Industry Awards
- Funder notifies SPD of intent to contract

Budget process w/ Dental not so for Stern?

Dental ties to apply NIH rules across the board

Official submittal to OSP
- synopsis form
- disclosure form
- conflict of interest form
- IRB status (can be pending)

Where is CIMS on this?

GIFTS

See Pierre e-mail

CIMS/ Dental Proposal newsletter

Office of Sponsored Programs (OSP)
- Sends out notification
- Funder notifies SPD of intent to contract

Budget for contract development done by SPD
- Determination of grant vs. gift
  - School negotiated via submittal w/ Treasurer
  - term
  - deliverables
  - exchange value
  - reporting
  - funder/pass-thru

Internal school approval
- Cost Sharing
- Course Buyout
- Space/Money
- Ott

Dental will impose OH on late breaking.
Issue: Treasurer
SPA School notification

Proposal development
- PI to narrative
  SPD→budget
  (FAS SPD is in dept.)
- Proposal developed
  by SPD

Sponsor sends signed contract to School/PI
- OSP/Contracts

Buyout:
- 15% SSSW
- 17% Steinhardt/cims
- 17% FAS (depending on dept. load)
  - as much as possible- Dental

Official submittal to OSP
- synopsis form
- disclosure form
- conflict of interest form
- IRB status (can be pending)

Where is CIMS on this?

GIFTS
<table>
<thead>
<tr>
<th>Draft Post award process</th>
<th>How it happens</th>
<th>problems with process</th>
<th>add'l notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-Award</strong></td>
<td>Risk account set up after informal notification by agency</td>
<td>Risky - must provide alternate account in case funding fails to materialize</td>
<td>System can't identify projects at risk</td>
</tr>
<tr>
<td><strong>Project Awarded:</strong></td>
<td>Fund: 24/25 - Awarded through OSP via paperwork sent to PI, SPO, SPA</td>
<td>Sometimes slow to award especially if problems require resolving by OSP - still awarded via paper</td>
<td>Not always clear who is in charge of subaward management - OSP or Contracts</td>
</tr>
<tr>
<td></td>
<td>Fund 22 - Check received directly - School must request set up via CDV fund 22 email</td>
<td>Defining gift (fund22 vs fund 24 sometimes problematic)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fund 20 - Internal NYU funding - Chartfield given - School must request set up via CDV fund 20 email</td>
<td>Inconsistent notification process from funding department</td>
<td></td>
</tr>
<tr>
<td><strong>Project opened in system</strong></td>
<td>PIs, SPOs now notified automatically by system FSPProd emails</td>
<td>Poorly designed emails leave the PIs wondering what they are about</td>
<td>no training offered to PIs on how to use the system</td>
</tr>
<tr>
<td></td>
<td>Set ups completed by CDV for fund 20-22</td>
<td>Not clear that there are consistent rules for setting up 20/22 as far as project periods, other things in system that we can see, but can make it difficult later</td>
<td>Can take a very long time to set up fund 20/22 - why not the same auto system as for fund 24/25? And why budget office involvement?</td>
</tr>
<tr>
<td><strong>Budgets entered</strong></td>
<td>fund 24/25 - school sends budget grid to SPA - they upload</td>
<td>unclear as to timing of when to send - occasionally they do not request</td>
<td>at beginning of FY09 this was supposed to be shifted to schools - never done</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Full increments are occasionally budgeted to one account code</td>
<td>Lab supplies account used - also occasionally double entered</td>
</tr>
<tr>
<td>Expenditures charged</td>
<td>How it happens</td>
<td>problems with process</td>
<td>add'l notes</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------</td>
<td>----------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Draft Post award process</td>
<td>fund 20/22</td>
<td>schools responsible for input of budget with approval by budget office</td>
<td>very slow and we have had to ask repeatedly for budget uploads to be processed - annual budget upload creates add'l work</td>
</tr>
<tr>
<td></td>
<td>all funds</td>
<td>new PS/OTPS budget controls in place for FY09</td>
<td></td>
</tr>
<tr>
<td>Personnel through Payroll system at Schools</td>
<td>Payroll processing very difficult to monitor - current reporting environment does not give accurate reports or even same number from PAA to SER to BSR</td>
<td>Retroactive changes made once problems are discovered even more difficult - Conflict of Interest forms should be collected from all paid personnel</td>
<td></td>
</tr>
<tr>
<td>P.O.s for subawards with invoice approval after the fact</td>
<td>procedure for this recently shifted from Contracts to Schools with no communication about it</td>
<td>No internal mechanism set up to insure approval of invoices/scope of work by PI - SOM subawards difficult to set up - no good internal process</td>
<td></td>
</tr>
<tr>
<td>Other expenditures through Purchasing and AP</td>
<td>At CIMS, SPO must approve and proof for federal and NYU guidelines - no AP monitoring of federal rules</td>
<td>Reimbursements via new workflow - audit back up issues here?</td>
<td></td>
</tr>
<tr>
<td>Consultants via consulting agreement that must be signed by Contract Officer</td>
<td>Sometimes difficult to obtain - have seen payments go through without signature</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee for Service Agreements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participant Payment fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft Post award process</td>
<td>How it happens</td>
<td>problems with process</td>
<td>add'l notes</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>SPA monitors and provides overview</td>
<td>Irregular reports generated by SPA with questioned costs, indirect calculations, and other monitoring</td>
<td>this is spotty at best</td>
<td></td>
</tr>
<tr>
<td>Budget Modifications</td>
<td>Fund 24/25 by SPA: Needed for increments as well as for approved budget modifications and PS-OTPS changes</td>
<td>can't identify original source budgets apart from modifications in the system</td>
<td></td>
</tr>
<tr>
<td>Revenue Processed</td>
<td>Fund 20-22: New increments and PS-OTPS</td>
<td>takes a long time to be processed</td>
<td></td>
</tr>
<tr>
<td>Revenue Processed</td>
<td>Fund 24/25 SPA manages</td>
<td>done on an expenditure realized basis - we do not see actual funds received on our reports on fund 25</td>
<td>Recently stopped budgeting revenue issues</td>
</tr>
<tr>
<td></td>
<td>Fund 21, 22</td>
<td>Revenue can be seen</td>
<td>Question regarding who bills on OIL contracts</td>
</tr>
<tr>
<td>Cost Transfers</td>
<td>Managed by schools - via journal entries or payroll</td>
<td>fund 24/25 - approval required by SPA with answers to 2 or 4 questions</td>
<td>see interim cost transfer policy dated 7/14/06</td>
</tr>
<tr>
<td>Time &amp; Effort Certifications</td>
<td>Managed by contract office - new system coming soon</td>
<td>awaiting new policy</td>
<td></td>
</tr>
<tr>
<td>Renewals</td>
<td>Managed via submission through pre-award</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Cost Extensions</td>
<td>NYU and agency approved via OSP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in Effort approvals</td>
<td>Must be approved via the agency prior to period of effort</td>
<td>awaiting new policy</td>
<td></td>
</tr>
<tr>
<td>Close out</td>
<td>Financial</td>
<td>managed by SPA - after sign off and agreement with Schools</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project Reporting</td>
<td>by PI</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>no overall management/guidance of final close out process</td>
<td></td>
</tr>
<tr>
<td>Draft</td>
<td>Post award process</td>
<td>How it happens</td>
<td>problems with process</td>
</tr>
<tr>
<td>--------</td>
<td>--------------------</td>
<td>----------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>by Purchasing at OSP or schools request</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventions</td>
<td>with OIL via school request</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Subjects</td>
<td>??</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>no clear process to close out inactive 20/22 accounts so they languish on the system</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>who what where to go to resolve problems</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inconsistent policies or policy interpretation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Export Controls</td>
<td>Little to no communication on how to define or manage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td>Little to no communication on how to define or manage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Record Retention</td>
<td>no Policy</td>
<td></td>
<td>difficult to manage paper - can they be scanned</td>
</tr>
</tbody>
</table>

Other issues not covered above
Partnerships for Innovation (PFI)
The goals of the Partnerships for Innovation Program are to: 1) stimulate the transformation of knowledge created by the research and education enterprise into innovations that create new wealth; build strong local, regional and national economies; and improve the national well-being; 2) broaden the participation of all types of academic institutions and all citizens in activities to meet the diverse workforce needs of the national innovation enterprise; and 3) catalyze or enhance enabling infrastructure that is necessary to foster and sustain innovation in the long-term. To develop a set of ideas for pursuing these goals, this competition will support 12-15 promising partnerships among academe, the private sector, and state/local/ federal government that will explore new approaches to support and sustain innovation.

Probability
Full Proposal Window: October 23, 2008 - November 7, 2008
The Probability Program supports research on the theory and applications of probability. Subfields include discrete probability, stochastic processes, limit theory, interacting particle systems, stochastic differential and partial differential equations, and Markov processes. Research in probability which involves applications to other areas of science and engineering is especially encouraged.

Statistics
Full Proposal Window: October 23, 2008 - November 7, 2008
The Statistics Program supports research in statistical theory and methods, including research in statistical methods for applications to any domain of science and engineering. The theory forms the base for statistical science. The methods are used for stochastic modeling, and the collection, analysis and interpretation of data. The methods characterize uncertainty in the data and facilitate advancement in science and engineering. The Program encourages proposals ranging from single-investigator projects to interdisciplinary team projects.

CISE Cross-Cutting Programs: FY 2009 and FY 2010
Due Date for Large Projects: November 1, 2008 - November 28, 2008
Due Date for Small Projects: December 1, 2008 - December 17, 2008
This solicitation seeks proposals in cross-cutting areas that are scientifically timely, and that benefit from the intellectual contributions of researchers with expertise in a number of computing fields and/or sub-fields. The cross-cutting programs for FY 2009 and 2010 are: Data-intensive Computing; Network Science and Engineering; and Trustworthy Computing.
Computer and Network Systems (CNS): Core Programs
Due Date for Large Projects: November 1, 2008 - November 28, 2008
Due Date for Small Projects: December 1, 2008 - December 17, 2008
CISE’s Division of Computer and Network Systems (CNS) supports research and
education projects that develop new knowledge in two core programs: The Computer
Systems Research (CSR) program; and The Networking Technology and Systems
(NetTS) program.

Computing and Communication Foundations (CCF): Core Programs
Due Date for Large Projects: November 1, 2008 - November 28, 2008
Due Date for Small Projects: December 1, 2008 - December 17, 2008
CISE’s Division of Computing and Communication Foundations (CCF) supports
research and education projects that develop new knowledge in three core programs:The
Algorithmic Foundations program; The Communications and Information Foundations
program; and The Software and Hardware Foundations program

Information and Intelligent Systems (IIS): Core Programs
Due Date for Large Projects: November 1, 2008 - November 28, 2008
Due Date for Small Projects: December 1, 2008 - December 17, 2008
CISE’s Division of Information and Intelligent Systems (IIS) supports research and
education projects that develop new knowledge in three core programs: The Human-
Centered Computing program; The Information Integration and Informatics program; and
The Robust Intelligence program.

Applied Mathematics
Full Proposal Window : November 1, 2008 - November 15, 2008
Supports mathematics research motivated by or having an effect on problems arising in
science and engineering. Mathematical merit and novelty, as well as breadth and quality
of impact on applications, are important factors. Proposals to develop critical
mathematical techniques from individual investigators as well as interdisciplinary teams
are encouraged.

Geometric Analysis
Full Proposal Target Date : November 4, 2008
The program in Geometric Analysis supports research on differential geometry and its
relation to partial differential equations and variational principles; aspects of global
analysis, including the differential geometry of complex manifolds and geometric Lie
group theory; geometric methods in modern mathematical physics; and geometry of
convex sets, integral geometry, and related geometric topics.
Cyber-Enabled Discovery and Innovation (CDI)
Preliminary Proposal Deadline window: November 08, 2008 - December 08, 2008
Cyber-Enabled Discovery and Innovation (CDI) is NSF’s bold five-year initiative to create revolutionary science and engineering research outcomes made possible by innovations and advances in computational thinking. Computational thinking is defined comprehensively to encompass computational concepts, methods, models, algorithms, and tools. Applied in challenging science and engineering research and education contexts, computational thinking promises a profound impact on the Nation’s ability to generate and apply new knowledge. Collectively, CDI research outcomes are expected to produce paradigm shifts in our understanding of a wide range of science and engineering phenomena and socio-technical innovations that create new wealth and enhance the national quality of life.

New York University- Polytechnic Institute of NYU
Seed Grants for Collaborative Research
http://www.nyu.edu/osp/funding/nyu-poly.php
Proposal Deadline: Round 1: November 15, 2008; Round 2: April 1, 2009
The Office of the Provost of New York University has announced the establishment of this program to support collaborative research projects between NYU and Poly. A fund of $5 million will be available over five years, beginning with Academic Year 2008-2009. Successful proposals will support research projects that initiate or significantly enhance existing collaborations between NYU and Polytechnic Institute of NYU faculty. Projects require one Co-Principal Investigator from each institution.

High Performance Computing System Acquisition: Towards a Petascale Computing Environment for Science and Engineering
Deadline: November 28, 2008
NSF’s five-year goal for high performance computing (HPC) is to enable petascale science and engineering through the deployment and support of a world-class HPC environment comprising the most capable combination of HPC assets available to the academic community. By the year 2010, the petascale HPC environment will enable investigations of computationally challenging problems that require computing systems capable of delivering sustained performance approaching $10^{15}$ floating point operations per second (petaflops) on real applications, that consume large amounts of memory, and/or that work with very large data sets. Among other things, researchers will be able to perform simulations that are intrinsically multi-scale or that involve the simultaneous interaction of multiple processes.

Computational Mathematics
Full Proposal Window: December 1, 2008 - December 15, 2008
Supports mathematical research in areas of science where computing plays a central and essential role, emphasizing algorithms design, numerical methods and their analysis, and symbolic methods. The prominence of computation in the research is a hallmark of the program. Proposals ranging from single-investigator projects that develop and analyze innovative computational methods to interdisciplinary team projects that not only create new mathematical and computational techniques but use them to model, study, and solve important application problems are encouraged.

**Mathematical Biology**

[Mathematical Biology](http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5690&org=NSF&sel_org=MPS&from=fund)

Full Proposal Window: December 18, 2008 - January 13, 2009

The Mathematical Biology Program supports research in areas of applied and computational mathematics with relevance to the biological sciences. Successful proposals are mathematically innovative and address challenging problems of interest to members of the biological community.

**Fiscal Year 2009 ONR Young Investigator Program (YIP)**

[FY09 ONR Young Investigator Program (YIP)](http://www.grants.gov/search/search.do?mode=VIEW&flag2006=true&oppId=18452)

Deadline: January 12, 2009

ONR's Young Investigator Program (YIP) seeks to identify and support academic scientists and engineers who have received Ph.D. or equivalent degrees within the last five years (on or after 01 November 2003 for this FY09 competition) and who show exceptional promise for doing creative research. The objectives of this program are to attract outstanding faculty members of Institutions of Higher Education (hereafter also called "universities") to the Department of the Navy's research program, to support their research, and to encourage their teaching and research careers. Proposals addressing research areas as described in the ONR Science and Technology (S&T) Department section of ONR's website at www.onr.navy.mil which are of interest to ONR Program Officers and Division Directors will be considered.

**Resource Program Grants in Bioinformatics (P41)**


Deadlines: Cycle 1 January 25; Cycle 2 May 25; Cycle 3 September 25

The *Eunice Kennedy Shriver* National Institute of Child Health and Human Development (NICHD) solicits Resource Program Grants in Bioinformatics for supporting the continued operation, improvement, and dissemination of databases, digital information, or software tools that are unique, and of special importance to research using animal models of embryonic developmental processes. Applicants are strongly encouraged to consult with the Scientific/Research Contact listed below in Section VII to ensure that the proposed project reflects the objectives of this FOA and the programmatic interests of the NICHD.

**Short Courses on Mathematical, Statistical, and Computational Tools for Studying Biological Systems (R25)**

Deadlines: Cycle 1 January 25; Cycle 2 May 25; Cycle 3 September 25

This FOA issued by the National Institute of General Medical Sciences, the National Center for Complementary and Alternative Medicine, the National Institute on Aging and the National Institute of Mental Health encourages applications for Research Education Grants (R25) from institutions and organizations to conduct workshops and short courses to improve integration of mathematical, statistical, and computational approaches into biological and/or behavioral research. Support will be limited to activities that reach a wide audience of researchers. The program announcement is NOT intended for university course or curriculum development.
New Grant Award Info

Prepared for:

Type of Award
X External
☐ University Challenge
☐ Steinhardt Challenge
☐ Start up

Date: September 25, 2008

Award Info:
1. Agency award number R3058080019
2. FAME number 25-56510-F6195
3. Effective dates
   a. Project Period 09/01/08 – 08/31/2013
   b. Grant Year Period 09/01/08 – 08/31/2010
4. Fringe benefit rate for current year 27%
5. Overhead rate 8%
6. Cross school collaborations Yes

Contents
1. Opening Letter
2. Signature authority and Brlo access forms
   http://www.nyu.edu/financial.services/cdv/pdf/slgsform.pdf
   http://www.nyu.edu/financial.services/cdv/pdf/fameaccess.pdf
3. Responsibilities
   a. PI
   b. Department
   c. Administration and Finance
   d. Contacts
4. Procedures
   a. External Funding Form to appoint personnel
      http://steinhardt.nyu.edu/adminfinance/forms
   b. Subcontracts
   c. Participant Payments http://steinhardt.nyu.edu/adminfinance/howdol
   d. Cost Transfer Guidelines and the four questions
   e. Reconciling
   f. Tuition, Stipends and Scholarships

Summer Salary:
Professor - 1st Year
Assistant Professor - 5th Year

Release Time:
Professor - All 5 Years

Cost Sharing: None
PI Responsibilities

1. **Attend new award meeting** with Grant/dept admin, Admin and Finance (A&F)

2. **Appoint people to grant**
   a. Contact Roger Ho for position posting and new hires
   b. Contact Grant/Dept admin for external funding form

3. **Sign off on all grant expenditures.**

4. **Subcontracts to others**
   a. Submit budget and statement of work to Crystal or Lillian who will work with Contracts Office to set up
   b. **Review and approve all invoices from subcontractor** and forward signed approved invoices to Accounts Payable for payment

5. **Consultants - contact Grant/Dept admin** for payment and forms

6. **OTPS – contact Grant/Dept admin** for travel, publications, other miscellaneous grant expenses

7. **Review all expenditures** on a monthly basis and **reconcile** with OBR. Contact Grant/Dept admin with any discrepancies

8. **Review interim and final financial report for accuracy**, contact Grant/Dept admin with any discrepancies

9. **Review and approve time and effort reports on a timely basis**

10. **Prepare** and submit narrative programmatic reports

11. If necessary, **make request for a no cost extension** no later than 45 days before the end of the grant period
Department Responsibilities

1. Liaison between PI and A&F
2. Create and maintain files on all department projects
3. Assist PI with preparation of appointment forms, payment forms, etc.
4. Review and approve all grant expenses
5. Assist in monthly reconciliations and for any discrepancies contact and provide back up information to Admin and Finance
6. Distribute and collect time and effort reports and forward signed reports to A&F
7. Coordinate with PI on submitting financial and narrative reports, continuations, renewals, requests for extensions, grant close out
Administration and Finance Responsibilities to PIs and their Departments

1. Project set up
   a. Award notice from agency required by Sponsored Projects Accounting (SPA)
   b. Proposal budget required by SPA
   c. At risk accounts for projects that have not received official notice, LB approval required
   d. New award meetings with PI, grant/dept administrator, A&F
      i. Issue new project number
      ii. Review responsibilities
      iii. Review project budget
      iv. FAME access
      v. Identify purchase and payment approval process

2. Training
   a. How to read an OBR
      i. What is an encumbrance?
      ii. How much money do I have?
   b. What is overhead? What are fringe benefits and tuition remission? Why are these charged to my grant?
   c. I want to “hire” a consultant...
      i. Non-employee vs NYU employees
   d. Subcontracts to us, subcontracts from us
   e. How to reconcile an obr
   f. How do I hire personnel on my grant?
      i. Summer salary
         1. external funding form
         2. summer appointment form
      ii. Release time
      iii. Post docs, other full time 103s
   iv. Students
      1. RAs
      2. hourlies
      v. No work may begin before the hiring process
   v. Fringe benefits
   vi. Tuition remission
   g. How do I purchase something?
   h. Cost transfers
      i. 90 day rule
      ii. 4 questions

3. Recovery calculation and transfer

4. Reports
   a. SPA and their financial reporting responsibilities
   b. Reminders when reports are due

5. Continuations
   a. When Office of Research and OSP become involved
   b. Annual progress reports

6. Close outs
   a. Final expenses
   b. Cost transfers
   c. Financial and programmatic reporting

7. Audits
   a. Internal
   b. External

8. Time and Effort distribution, collection and forwarding

9. Assist/problem solve for grant expenses that are incorrect
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Award Notification</td>
<td>2</td>
</tr>
<tr>
<td>Budget</td>
<td>6</td>
</tr>
<tr>
<td>Budget Summary Report (BSR)</td>
<td>8</td>
</tr>
<tr>
<td>Responsibilities and Contact Information</td>
<td>9</td>
</tr>
<tr>
<td>FAME/BRIO Access Form</td>
<td>12</td>
</tr>
<tr>
<td>NYU Signature Authorization Form</td>
<td>13</td>
</tr>
<tr>
<td>External Funding Form</td>
<td>14</td>
</tr>
<tr>
<td>Cost Transfer Guidelines</td>
<td>15</td>
</tr>
<tr>
<td>Four Questions for Cost Transfers</td>
<td>23</td>
</tr>
<tr>
<td>Reconciling Budget Summary Reports</td>
<td>24</td>
</tr>
<tr>
<td>Tuition, Stipends, Scholarships Guidelines</td>
<td>25</td>
</tr>
</tbody>
</table>
CIMS Payroll Instruction Sheet

**EMPLOYEE:**

Last Name, First Name, MI: ____________________________
NYU ID #: N ____________________________

**TYPE OF ACTION:**

- [ ] Account Change
- [ ] Reappointment
- [ ] Leave
- [ ] Course Buy-out
- [ ] Sabbatical Supplement
- [ ] Salary Change
- [ ] Extension
- [ ] Return from Leave
- Other: ______________________________________

**APPOINTMENT:**

<table>
<thead>
<tr>
<th>Title:</th>
<th>Salary Base:</th>
<th>Stipend:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Start Date: __________
End Date: __________

- [ ] Full Time
- [ ] Part Time

**ACCOUNT DISTRIBUTION:**

<table>
<thead>
<tr>
<th>ACCT</th>
<th>FUND</th>
<th>ORG</th>
<th>PRGM</th>
<th>PROJ</th>
<th>DIST. %</th>
<th>START DATE</th>
<th>STOP DATE</th>
<th>CHARGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acct 1:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acct 2:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acct 3:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acct 4:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acct 5:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acct 6:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acct 7:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Charges: ____________________________

**COMMENTS:**


**PI:** ______________________________________________________________________
Signature: ____________________________ Date: ____________________________

**SPO:** ______________________________________________________________________
Signature: ____________________________ Date: ____________________________
Cost Transfer Questions

If transfer is made within 90 calendar days from when the original transaction was posted in the University’s general ledger, answer questions 1 and 2; if over 90 days, answer all 4 questions.

1. Why was this expense originally charged to the account from which it is now being transferred?

2. Why should this charge be transferred to the proposed receiving account?

3. Why is the cost transfer being requested more than 90 calendar days from when the original transaction was posted in the University’s general ledger?

4. What action will be taken to eliminate the future need for cost transfers of this type? Is this action being taken?

N.B.: All Cost Transfers should be routed through the Asst. Director of Sponsored Research.
<table>
<thead>
<tr>
<th>ACCT CODE</th>
<th>CATEGORY</th>
<th>DESCRIPTION</th>
<th>NYU</th>
<th>CIMS</th>
<th>VARIANCE</th>
<th>NOTES</th>
<th>NYU</th>
<th>CIMS</th>
<th>VARIANCE</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>51102</td>
<td>Senior Personnel</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51102</td>
<td>Senior Personnel</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51103</td>
<td>Research Personnel</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51103</td>
<td>Research Personnel</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51141</td>
<td>Research Assistant AY</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51141</td>
<td>Research Assistant AY</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51141</td>
<td>Research Assistant AY</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51141</td>
<td>Research Assistant AY</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51141</td>
<td>Research Assistant Summer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51141</td>
<td>Research Assistant Summer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal Salary</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51170</td>
<td>Regular Fringe Benefit</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>51173</td>
<td>RA Fringe Benefit</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal Fringes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Salary &amp; Fringes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>65510</td>
<td>Travel - Domestic</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>65520</td>
<td>Travel - Foreign</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>65530</td>
<td>Travel - Consultant</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>65540</td>
<td>Travel - Trainees/Wkshp Participant</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>60200</td>
<td>Subaward &lt; $25K</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>60210</td>
<td>Subaward &gt; $25K</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>61020</td>
<td>Stipends - Undergraduate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>62340</td>
<td>Computer Equip. over $3K</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>62140</td>
<td>Computer Equip. under $3K</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>63210</td>
<td>Lab Supplies</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>63410</td>
<td>Books/Periodicals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>64305</td>
<td>Maintenance on Equipment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>65110</td>
<td>Publication Costs</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>65170</td>
<td>Registration &amp; Membership</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>65182</td>
<td>Meeting Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>62147</td>
<td>Computer Software</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>60455</td>
<td>Prof. Service (Consultant)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Subtotal OTPS</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Direct Costs</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Modified Total Direct Costs</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Indirect Costs - 76450</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Direct and Indirect Costs</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Recon Date: Recon Date: OBR Date: OBR Date: 5/20/2009
<table>
<thead>
<tr>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>YEAR 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYU</td>
<td>CIMS</td>
<td>VARIANCE</td>
<td>NOTES</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Recon Date: Recon Date: Recon Date: Recon Date:
OBR Date: OBR Date: OBR Date: OBR Date:

CIMShadowsystemspreadsheet.xls 5/20/2009
<table>
<thead>
<tr>
<th>Date</th>
<th>PI</th>
<th>Agency</th>
<th>Program</th>
<th>Web Link to RFA</th>
<th>SPO</th>
<th>Notes</th>
<th>Submitted + Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday, March 01, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, March 02, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, March 03, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, March 04, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, March 05, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, March 06, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, March 07, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, March 08, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, March 09, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, March 10, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, March 11, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, March 12, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, March 13, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, March 14, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, March 15, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, March 16, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, March 17, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, March 18, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, March 19, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, March 20, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, March 21, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, March 22, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, March 23, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, March 24, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, March 25, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, March 26, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, March 27, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, March 28, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, March 29, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, March 30, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, March 31, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, April 01, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, April 02, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, April 03, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, April 04, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, April 05, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, April 06, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, April 07, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, April 08, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, April 09, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, April 10, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, April 11, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, April 12, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, April 13, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, April 14, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, April 15, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, April 16, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, April 17, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, April 18, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, April 19, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, April 20, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, April 21, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, April 22, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, April 23, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friday, April 24, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturday, April 25, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunday, April 26, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monday, April 27, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuesday, April 28, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wednesday, April 29, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thursday, April 30, 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>