

The premier function of ORA is to provide an array of high quality services to support the research mission and sponsored projects administration at Stanford.



Click to jump

Click ↩ to return to this page

| | | |
|---|---|-----------|
|  | PRE-AWARD OPERATIONS | 3 |
| | OSR Request Form | 4 |
| | Proposals and the PDRF | 5 |
| | Life of a Subaward | 7 |
|  | POST-AWARD OPERATIONS | 9 |
| | Cost Transfers – Changes to Policy and Process | 10 |
| | Life of Award Management | 12 |
| | OBI Revenue and Fund Management | 14 |
| | PTA Setup | 15 |
|  | SPONSORED RECEIVABLES MANAGEMENT | 18 |
| | Working with SRM | 19 |
|  | SeRA | 20 |
| | Stanford Electronic Research Administration | 21 |
|  | PROPERTY MANAGEMENT OFFICE | 24 |
| | Who We Are, What We Do | 25 |
|  | RESEARCH ADMINISTRATION POLICY AND COMPLIANCE | 28 |
| | Service Centers, EAPTA, Burdening | 29 |
|  | RESEARCH FINANCIAL REPORTING | 32 |
| | eCertification – Review and Certify Quarterly Expenditure Reports | 33 |
|  | COST AND MANAGEMENT ANALYSIS | 34 |
|  | OTHER | |
| | Cayuse424 | 35 |
| | DoR Research Administration Resources | 36 |
| | International Projects—GBS & ORA | 37 |

PRE-AWARD OPERATIONS

The Pre-award organization provides timely, high-quality, and coordinated research administrative services to Stanford faculty and departments, including the following:



PRE-AWARD

Collaborate with faculty, department administrators, and partner groups to ensure compliance with sponsor terms and conditions, University policies, and federal requirements for sponsored projects; review and endorse sponsored projects proposals; negotiate and accept awards that support sponsored projects; and prepare, negotiate, and issue subawards issued under Stanford sponsored project awards. Members of the team also serve as liaisons with sponsors for non-financial award management matters, such as prior approval requests, and as resources for the campus community for questions that may arise during the life of a sponsored project.



BUSINESS AGREEMENTS

Prepare, review, negotiate, oversee and manage non-standard research-related contracts related to the University's core mission of education and research but falls outside of traditional sponsored research grants and contracts.



CLIENT ADVOCACY & EDUCATION

Provide research administration-related learning opportunities and resources to campus, such as seminars, training, website content, brown bag sessions and newsletters; provide SeRA system release communications and training, system technical support and advocacy of system enhancements on behalf of the end users; respond to research administration process and system inquiries, and conduct outreach to gather feedback from the research administration community.



ORGANIZATIONAL INSIGHTS

Data preparation, analysis, and the creation of visualizations that help drive a deeper understanding for the organization and community.



osr_intake@stanford.edu



[Pre-award Operations](#)
[Department Assignments](#)
[Research Administration Facts](#)

OSR REQUEST FORM

What It Is

The OSR Request Form allows department administrators to submit various requests to OSR via SeRA

Why You Should Use It

Transparency

Timeline

Accountability

How to Create a Request

- Search SeRA for the project/SPO you want to submit a request for.
- From the Project Summary page, select OSR Requests from the Start a Transaction menu.
- Select the specific Request Type from the dropdown list of values.
- Provide your comments/request as well as any applicable attachments and route to OSR.

When to Use the Form

Pre Award Requests

- No Cost Extension Requests
- Check Next Increment Status
- Sponsor Approval Requests for:
 - Rebudgeting
 - New Subawards
 - Carry Forward
 - Travel or Equipment
 - PI/Key Personnel Changes
 - PI Effort or SOW Changes
- Other – Pre Award (CGO/CGA)

Post Award Requests

- New Tasks
- Budget Reallocation
- New Cost Sharing Award-Task
- New Fabrication Project-Task
- New Program Income Award
- Modify Existing PTA Attribute(s)
- Changes to ET Chargeability
- Other - Post Award (Accountant)

When Not to Use the Form

Please do not use the form to

- Process an approved NCX, award, or amendment. Send documents to osr_intake@stanford.edu instead.
- Request issuance of a subaward. This should be done in iProcurement.
- Check on the status of a transaction already assigned in SeRA.
- Check on the status of another OSR Request Form.
- Request submission of Just-In-Time documents. Send to osr_intake@stanford.edu instead.
- Request submission of an RPPR. This should be done via a NCC proposal transaction in SeRA.
- Request Early/Extended PTAs. Initiate an Account Setup-Early/Extend transaction instead.

Need help?

Check out the [SeRA User Guides](#) or contact your CGO, CGA, or Accountant.

PROPOSALS AND THE PDRF

Proposal Checklist

PDRF COMPONENTS:

- PI/Co-PI is eligible or has an approved waiver
- PI Effort is based on correct academic appointment
- Appropriate IDC rate is selected or has an approved waiver
- Guarantee Account is entered if ISC applies
- Cost Share is designated (if applicable)
- Sponsor Contact Information included (if applicable)
- Proposal deadline date is under the correct time zone (i.e. PST)
- PDRF is routed to all required approvers

[HINT: Set your default approvers](#)

→ look for "PDRF User Guide Setting Up Default Approvers and FYIs"

PDRF ATTACHMENTS:

- Final Proposal documents for submission, including:
 - SOW
 - Budget & Justification
 - Other required documents
- Sponsor Guidelines
- Subaward docs (if applicable)
 - SOW
 - Budget & Justification
 - Signed Form 33
- Limited Submission approval letter (if applicable)
- Applicable Waivers (i.e. IDC, PI)
- Cost Share documentation (if applicable)
 - Budget
 - Commitment Letter (if applicable)
- SLAC docs (if applicable)
 - SOW
 - Budget & Justification
- Restricted Foundation Clearance (if applicable)

PDRF Types and When to Use

- PDRF – New:
 - Used for the submission of a proposal for a new project where a SPO# doesn't already exist
 - Current IDC rate
- PDRF – Resubmission:
 - Used when an original proposal submission will not be funded because it was rejected by the sponsor or withdrawn by Stanford. A resubmission is a submission of the proposal again for re-consideration
 - Current IDC rate
- PDRF – NCC/Progress:
 - Used when a sponsor requires a submission of an institutionally endorsed progress report in order to receive funding for the next budget period on a partially-funded award
 - IDC rate in effect at the initial award date
- PDRF – Supplement:
 - Used when there is an existing award (and SPO#) and Stanford is requesting additional funding.
 - When the supplement is requested to support the existing Scope of Work, the IDC rate in effect at the initial award date is used
 - When the supplement is requested to support an expansion of the Scope of Work beyond the original Scope, the current IDC rate is used
- PDRF – Renewal:
 - Used for a submission of a proposal requesting time and money for the next segment of work for a current award
 - Current IDC Rate

Proposals Resources and Contacts

[Institutional Facts](#)

[PI Waiver by Department](#)

[IDC Waiver](#)

[PI Effort](#)

[Export Control](#)

[Foundation Relations](#)

[Conflict of Interest Contacts](#)

[Limited Submission Proposals](#)

[PDRF User Guides](#)

LIFE OF A SUBAWARD

(tips for managing subawards from start to finish)

THE SUBAWARD REQUISITION PROCESS IS CHANGING NOVEMBER 27, 2017

For detailed instructions on how to complete your subaward requisition in the new iProcurement system, check out the updated [iProcurement Requisition Tutorial](#) after November 27, 2017.

Common Reasons Subaward Requisitions are Returned

- Incorrect dollar amount
- Incorrect or missing start and end dates (period of performance)
- Period of performance that is greater than one year at a time
- Incorrect allocation of indirect costs (54710 IDC & 54720 Non-IDC)
- Stanford's funding not yet received (subawards cannot be issued outside of Stanford's period of performance or against early PTA's)
- Carryforward or deobligation is requested for an already expended amount (can't carryforward or remove funding that is already spent)
- Scope of work is for a procurement action, not a subaward
- Split lines (will incorrectly apply IDC)
- Funding is added to the PO for the carryforward amount (carryforward amount should be in the description but not added to the dollar amount)
- Incorrect request type (use "standard change order-subaward" for existing subaward)
- Incorrect line order for 54710 IDC & 54720 Non-IDC (54710 IDC must be applied on line 1 before 54720 Non-IDC on line 2)
- Incorrect supplier (supplier on change order must match the original PO)

What to Look for on a Subaward Invoice Before Paying

- Subaward number that matches the Stanford agreement
- Breakdown of expenses by major cost category
- Period covered by the invoice (period that expenses were incurred)
- Amount cumulatively expended to date
- Certification language required in 2 CFR 200.415(a) (Federally sponsored projects only)
- Expenses should align with the budget and progress to date
- Indirect costs should align with the budgeted rate
- Subrecipient signature

TIP:

- Make sure all outstanding invoices are paid (not just uploaded) prior to submitting a change order. Invoices uploaded after a change order has been submitted will be placed on hold until the subaward amendment has been fully executed and the PO is reapproved.
- Stanford's PI signature and certification language (see RPH 16.4) must be on the invoice prior to payment

Managing Your Subaward Using SeRA

- Use the subaward tab under the SPO number in SeRA to look at all your subawards, amendments, and amount funded to date for each subaward
- Click “View Invoices and Payments” to route to the iProcurement PO inquiry screen
- Click the requisition number to look at the subaward transaction in SeRA

Managing Your Subaward Payments Using the PO Inquiry

Use the PO Inquiry screen to:

- Ensure the correct PTA(s) have been used
- Make sure indirect costs have been properly applied to the subaward (54710 & 54720)
- Identify what lines/PTA(s) invoices have been applied to
- See requisitions submitted for the subaward
- Upload invoices for payment
- Check the status of uploaded invoices
- See committed funding for the subaward
- See commitments vs the amount invoiced against the subaward

TIP:

- “Incomplete” means the PO has never been approved (invoices can be uploaded but not paid)
- “Requires Re-Approval” means the PO has been re-opened to process a subaward transaction (invoices can be uploaded but not paid)
- “Approved” means the PO is in approval status (invoices can be uploaded and paid)

Why invoices hit suspense PTAs (and what you can do to prevent it)

Why the invoice hits suspense PTA:

- Invoices are uploaded after the task or award end date. (There is a 90 day period after a task/award ends to pay invoices, however this includes the time it takes for Accounts Payable to make payment (usually at least 3-5 days)).
- Know your task/award start and end dates and know how long you have to pay invoices.
- Make sure the subrecipient is invoicing timely and in accordance with the subaward agreement. This should leave plenty of time for payment.
- Invoices are for a timeframe outside the task start or end date. (If applying an old invoice to a current task, the invoice date may fall outside the start or end date of the task).
- Don’t hold onto invoices unless questioning expenses. If you are going to miss the task/award payment period, notify your ORA accountant.
- Invoices are uploaded after a subaward change order has been submitted and is in progress. (Invoices uploaded during a change order will be placed on hold and won’t be submitted for payment until the change order is complete. This can lead to invoices being routed for payment after the task close, even if uploaded before.)
- Pay all invoices before submitting change orders. Especially important for final invoices if there is an annual soft close.

POST AWARD OPERATIONS



The Post-award organization provides financial post-award services for sponsored awards. The team collaborates with faculty, department administrators, and partner groups to ensure compliance with sponsor terms and conditions, University policies, and federal regulations and requirements related to financial management of sponsored projects. Research accountants establish accounts in the financial system, review cost transfers for compliance with University and sponsor policies, fund cost-sharing PTAs, close out awards, prepare financial reports and monitor financial activities for sponsored projects during the life of the award.



intake@stanford.edu



[Post-award Operations](#)

Assignments:

[School of Engineering/Labs](#)

[H&S, GSE, Earth, Law, GSB](#)

[School of Medicine](#)

COST TRANSFERS – CHANGES TO POLICY AND PROCESS

For all cost transfers processed with a GL date of Jan 2017 and forward.

Why we are updating the policy

- Clearly define when a Cost Transfer is “Late” – Added “GL” months to provide clarity and added a table to illustrate the concept
- With the implementation of the Uniform Guidance, additional emphasis was placed upon Internal Controls
- Restate and update what information is needed in the justification
- Clearly define when additional documentation must be submitted

Simplify how the 6 month rule will be applied

**This applies to the original transaction only. It does not apply to a journal of a previous journal*

| | | 1 | 2 | 3 | 4 | 5 | 6 |
|----------|--|-----|--------------|-----|--|-----|---|
| GL Month | JAN | FEB | MAR | APR | MAY | JUN | JUL |
| | Original Transaction Posts in GL month | | Quarter Ends | | Last month to review Winter Quarter Expenses w/ PI | | Any corrections for transaction that posted in JAN <u>must post before this GL month closes</u> |

Documentation must include a justification that clearly shows

- How the expense directly benefits the receiving PTA (tie it to the scope of work)
- How the expense is allowable on the receiving PTA (e.g., attach documentation of sponsor approval)
- The allocation methodology used if transferring expenses to multiple PTAs
- The reason the expense was charged incorrectly to the first PTA
- That any systemic reasons which might cause this problem to be repeated have been addressed
- The reason for any delay in the timely processing of the transfer
- Additional documentation must be attached for large transfers (\$10,000 or more or greater than 10% of the award), transfers within the first or last 90 days of a project and late transfers

The same exceptions still apply

- Transactions necessitated by unforeseen circumstance
- Transfers between tasks of the same sponsored project
- Changes in expenditure types within the same sponsored project
- Incorrect charges must be transferred off the award regardless of age
- Refunds and unexpected credits must be allowed to post
- Clearing an overdraft
- Transfers onto sponsored PTAs after six months or after award closeout require OSR and school level approval (NEW)

Transfers greater than 6 months will require OSR and school level approval

- Cost Transfers greater than 6 months will require School Level approval in addition to OSR approval.
- This has been a requirement in the School of Medicine for many years
- The names and email addresses of each school's approver will be posted on the Dean of Research website with the policy.

Additional documentation that must be attached to specific cost transfers*Specific cost transfers requiring additional documentation:*

A pdf copy of the General Ledger showing the expenditure(s) must be attached to the transfer transaction by the originator for all NON-SALARY:

- Large transfers that exceed \$10K or 10% of the award, or
- Transfers within the first or last 90 days of a project, or
- Transfers that are greater than 6 months

Acceptable versions of the general ledger include:

- OBI 285 Expenditure Detail Report
- OBI 149 – Quarterly Review and Certification
- OBI CER expenditure Balance and Expenditure Details reports (Not an Excel Download)
- Expenditure Transaction (PTD) screens of FFIT
- Attaching detailed documentation will facilitate timely review by OSR AND IF NOT INCLUDED THE TRANSACTION WILL BE REJECTED.

Resources

[Cost Transfers](#)

[RPH 15.8 Cost Transfer Policy for Sponsored Projects](#)

[How to Prepare a Cost Transfer](#)

LIFE OF AWARD MANAGEMENT

In order to efficiently manage sponsored projects, it is important for department administrators to be familiar with the award terms and conditions and understand applicable sponsor requirements.

Where do I find the award terms and conditions?

- Sponsored agreements in SeRA
- SeRA Notice of Award
- Business Intelligence FIN_REF_216_Award_Config_Report

What financial terms and conditions should I look for?

- **Spending restrictions:** Are there costs that the sponsor specifically does not allow?
- **Re-budgeting among expenditure categories:** Is re-budgeting among categories allowed by the sponsor?
- **Carryover from one period to the next:** Does the sponsor allow unspent balances to be carried forward from one year to the next? Is prior approval required?
- **Prior approvals:** Does the sponsor require prior approval for any off the following?
 - Change of Principal investigator (PI) or Key Personnel (KP)
 - Reduction of effort of 25% or more for PI/KP
 - Disengagement or absence of the PI/KP from the project for 3 months or more
 - Travel
 - Equipment purchase
 - Cost sharing commitment amount
- **Final Billing and/or Final Financial Report:** Know when the final invoice/final financial report is due to the sponsor (e.g. 30/45/60/90 days after the award end date). Make sure costs are finalized timely to ensure all expenditures are billed for and reported appropriately.
- **Specific terms and conditions** – Work collaboratively and closely with your OSR Accountant.

What can department administrators proactively do during the life cycle of the sponsor projects?

- Meet with the faculty to review Expenditure Statements monthly and quarterly. Correct errors promptly.
- Review PI & KP effort devoted to projects monthly/quarterly.
 - Salaries charged to the project must be equivalent to the services performed.
 - Work with your Institutional Officer (OSR, RMG, ICO) to obtain sponsor approval for PI/KP effort changes.
 - If PI/KP salaries should be cost shared, initiate an OSR Request form to set up a cost sharing PTA.
- If you anticipate the account will be in deficit, initiate an OSR Request form to set up a cost sharing PTA.
- Avoid cost transfers by using Early/Extended PTAs to post expenses to the correct accounts.
- Use Oracle transaction controls to better manage the sponsored projects.
 - Initiate an OSR Request Form to request expenditure types (ET) not allowable by the sponsor be blocked in Oracle. For example, if sponsor does not allow foreign travel, submit an OSR Request Form to block the foreign travel expenditure type (ET).
- Review subaward invoices to ensure the first \$25,000 of subaward expenses are charged to ET 54710 and expenses > \$25,000 are charged to ET 54720.
- Work collaboratively and closely with your OSR Research Accountant.

Resources

[Research Terms and Conditions Prior Approval Matrix](#)

[Dean of Research – Research Administration](#)

[Dean of Research – Closeout Procedures](#)

OBI REVENUE AND FUND MANAGEMENT (RFM)

Resources and References

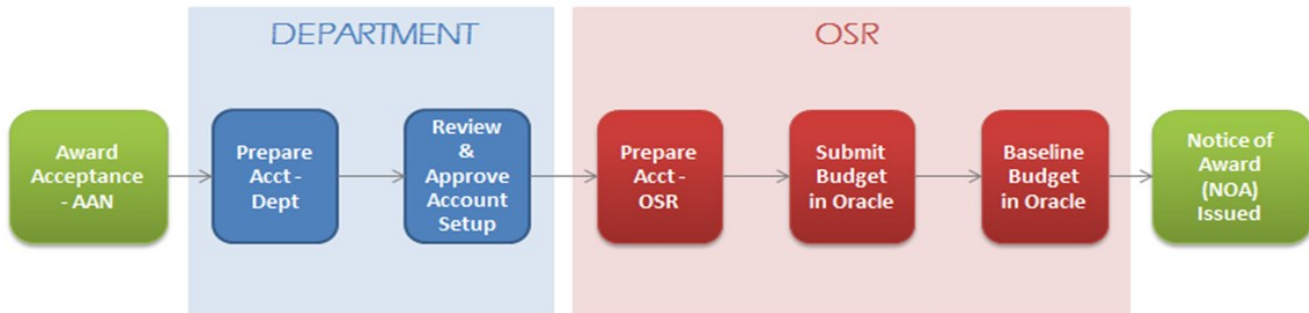
- [About OBI](#)
 - Answers the following:
 - What is OBI?
 - Why use OBI?
 - When will OBI for Financial Reporting be Available?
 - How do I get started in OBI?
 - How can I stay informed and provide feedback?
- [RFM Report Overview](#)
 - Find detail overview on each tab/report available in RFM. Reports include:
 - **Award at a Glance** – Provides fund overviews including Award Attributes, SU Fund Summary, EN Fund Summary, Fiscal Year Anticipated Payout Summary, SU GL Balance Trend, EN GL Balance Trend, Endowment Activity, GL Transactions, and Pledge Summary
 - **Fund Statement** – Provides fund activity for a given period
 - **Fund Variance** – Provide the variance of two fund statements for different reporting periods
 - **Fund Trend** – Provides fund statements showing values over time in selected time periods (includes line graph representations)
 - **Budget Variance** - Compare budget to actuals
 - **Endowment and Donor** – Understand endowment activity
- [RM3 to OBI Crosswalk](#)
 - Chart shows the RM3 report and the corresponding OBI report
- [RFM Quick Start Guide](#)
 - Document to help you get started using the OBI Revenue and Fund Management (RFM) dashboard.
- [RFM Task Mapping – Answering Common Business Questions](#)
- [Open Lab Information](#) – Every Friday 9 to Noon
- Financial Support Center (FSC) Ext. 3-2772 for general questions about OBI

How does RFM benefit sponsored awards?

- Check designated PTAs to ensure there is enough funding to fund a cost share award
- Check cost share fund balance
- Check interest earned on award, if applicable
- Check and review fund transfer journals for cost shares, university research, and revenue recognition
- Check receipts for sponsored award
- Check advances on awards

PTA SETUP REFERENCE DOCUMENT

BASIC PTA Setup Process Flow



PTA Setup process begins in PTA Manager after the *Award Acceptance Notification (AAN)* is issued in SeRA by the Pre-Award Officer (Contract Officer (OSR), Research Process Manager (RMG) or Industrial Contract Officer (ICO)).

Step 1: Transaction goes to Dept. Admin named in the AAN issuance process. The *Review & Approve Account Setup* action item is a system step that occurs immediately after the Dept Admin completes the *Prepare Account – Dept* action item.

Step 2: Transaction is then sent to OSR Setup Intake queue and is claimed by an OSR Accountant. The Oracle PTA Setup action item is a system step that occurs immediately upon the OSR Accountant completing the *Prepare Account – OSR* action item.

Step 3: Transaction remains with OSR Accountant who reviews the agreement terms and conditions, completes the necessary project, task, and award set-up and reviews the budget. Then the OSR Accountant completes the *Submit Budget in Oracle* action item.

Step 4: OSR Accountant *Baselines Budget in Oracle* and then the *Notice of Award (NOA) is issued* to individuals named in the AAN.

Friendly Reminders – PTA Setup

- ✓ Cost share - include the guarantee PTA and amount.
- ✓ Fabrication - include the 4000 series task number provided by the Property Management Office (PMO).
- ✓ ITCC (telecommunication) charges - include the alternate PTA. Applicable only to non-federal awards in the SoM.
- ✓ Upload the Sponsor approved budget into SeRA.
- ✓ Early/Extend PTA transactions should be routed and approved by:
 - For H&S departments, the Dean’s office.
 - For SoM departments, Associate Controller Debbie Scheuch.
 - For EIL departments, the Dept Administrator.
- ✓ Help request (HelpSU) is located on the left navigation panel of the transaction.

PTA Setup - SeRA Award Budget, Award Terms and Conditions:

How they translate to the Oracle PTA

| Budget Questions | Description | Project | Task | Award |
|--|---|--|--|---|
| Cost sharing | If cost sharing applies and is in the form of "cash" | - | Additional Task created and numbered 700 for cost sharing | Additional Award created under award range "WA%%%" for cost sharing |
| Budget Details | Description | Project | Task | Award |
| Activity | If more than one activity. On or Off campus: Research, Instruction, or Other Sponsored Activity | - | Task created for each activity | - |
| Equipment - Fabrication | If line item amount is greater than \$0. | Additional Project created for fabrication funding | Additional Task created in 4000 range. Note - the 4000 series task number is provided by PMO | - |
| Participant Support Costs | If line item amount is greater than \$0 | - | Additional Task is created for Participant Support Costs | - |
| Subaward | If Subaward(s) line is greater than \$0 | - | Additional Task created for each Subaward | - |
| T &C's 1: Budget Management | Description | Project | Task | Award |
| Program Income | If Program Income is generated from the project | - | Additional Task created and numbered 900 for Program Income | Additional Award created for Program Income |
| Carry forward to the next budget period | If carry forward is not allowed | - | Task created for each budget period | - |
| Carry forward to next budget period | If carry forward is allowed <u>and</u> requires each budget period expense to be accounted for separately | - | Task created for each budget period | - |
| Carry forward to next budget period | If carry forward is allowed <u>and</u> requires each budget period to be invoiced separately | - | - | Award for each budget period |
| Is final invoice required for each budget period | If each budget period requires separate invoicing | - | Award for each budget period | Award for each budget period |
| T &C's 2: Invoicing Requirements | Description | Project | Task | Award |
| Payment Types | If expenses will be reimbursed based on actual expenses and fixed-price/fixed-unit cost | - | - | Award for each payment type |

Resources

[PTA Initiation and Setup](#)

[SeRA User Manual/Guides](#)

[PTA Manager – Step-by-Step Instructions](#)

[FINGATE: Account Structure: Chart of Accounts](#)

[Authority Manager](#)

[Stanford Rates](#)

Contacts-Assignment Lists

[ORA Post-award](#)

[ORA Pre-award](#)

[Research Management Group](#)

[Industrial Contracts Office](#)

SPONSORED RECEIVABLES MANAGEMENT



Sponsored Receivables Management (SRM) provides support for the cash and receivable management for sponsored projects starting after a project has been set up and baselined in the system, such as interim invoicing services, timely payment applications, and collections for sponsored projects, clinical trials, Academic Service Centers and Program Income facilities of the University. In addition, SRM works closely with various partner groups on and off campus to ensure the overall effective coordination of research management services, systems, policies and processes. SRM is also responsible for quarterly analysis of balances and activity related to sponsored receivables, billings, and collections in accordance with Stanford's policies and procedures, GAAP, and federal regulations.



rfcs-receivables@lists.stanford.edu



[SRM](#)

SPONSORED RECEIVABLES MANAGEMENT (SRM)

Sponsored Receivables Management (SRM) provides post-award administrative and financial invoicing services, payment application and timely collection services for sponsored projects, clinical trials and the Academic Service Centers and Program Income facilities of the University.

Payments

Payments should NOT be sent to SRM or OSR.

[Where to send payments](#)

Special Invoicing for Clinical Trials

Clinical Research Invoicing System for Participants (CRISP) is a system that supports the tracking of patient events and is currently the invoicing process for industry sponsored clinical trials only. This auditable system tracks clinical trial events and is used by both the department Financial Specialist and Study Coordinators along with SRM personnel.

[CRISP System](#)

[CRISP User Guide](#)

[CRISP New Look](#) (Video)

Contact

For inquiries regarding invoicing and payment please email
rfcs-receivables@lists.stanford.edu

STANFORD ELECTRONIC RESEARCH ADMINISTRATION



The Stanford electronic Research Administration System (SeRA) is an enterprise-wide system that supports research administration at Stanford for which ORA provides oversight. SeRA tracks the various stages of the sponsored project lifecycle and is the institutional system of record for sponsored projects. The research administration lifecycle is composed of many processes and the SeRA system is constantly enhanced to meet the needs of Stanford's research administration community. The vision and purpose of SeRA is to streamline research administration processes to minimize inefficiencies, eliminate duplication, and reduce administrative burden for investigators, departmental staff, and central offices. The major components of the system track the stages of the research project lifecycle from initial proposal to award closeout enabling investigators and staff to effectively manage their projects.



[SeRA](#)

[About the System](#)

[Request Access](#)

[User Guides](#)

My Projects

When faculty log into SeRA, they land on their My Projects page. Administrators also have access to faculty's My Projects! With department level authority, administrators can select a principal investigator within their department and view the faculty member's My Projects page where a wide range of value-add options are available to facilitate sponsored research management from proposal through closeout. Users can see pending action items prominently displayed, download NSF formatted Current & Pending and NIH formatted Other Support Reports, enter and save Major Goals information for active projects and submitted proposals, mark proposals as rejected, view the same data available in FFIT with many additional filter options, and much much more.

My Projects

My Action Items **My Projects** Pipeline Parallel Transactions My Accounts

Start Jump to

Investigator

Email: Phone: Department:

Open Tasks

Investigator Action Items: **2**

| ID# | Task | Type | Sponsor | SPO | Title | Assigned | Days Assigned ↑ |
|-----|--------------------------------|------------------------------|--------------------------|-----|-------|------------|-----------------|
| PTA | Review & Approve Account Setup | Account Setup - Early/Extend | CFD Research Corporation | | | 09/13/2017 | 51 |
| PR | Prepare PDRF | Proposal - New | | | | 11/18/2016 | 350 |

1 - 2

Active Awarded Projects
View & manage awarded projects which are active or recently completed

Open Activities
View items currently being worked on related to your projects

Pending Proposals
View & manage submitted proposals which have not yet been awarded

Recently Ended Projects
Your awarded projects which are recently completed

My Financial Accounts
Access information for your financial accounts

Other Support Report - NIH Format
Create and download your Other Support Report in the NIH Format

Current & Pending Report - General Format
Create and download your Other Support Report in the General & NSF Format

Research Profile
View summary of recent research activity and compliance training status

My Accounts

My Accounts presents a financial snapshot of research projects for a selected PI. Filters allow for viewing of figures direct or total dollars and with the option to include or exclude commitments. By pooling data at the SPO project level My Accounts provides a financial history of a project.

My Accounts

[My Action Items](#)
[My Projects](#)
[Pipeline](#)
[Proposals](#)
[Awards](#)
[Parallel Transactions](#)
[Other Transactions](#)
[My Accounts](#)

▼ My Accounts [User Guide](#)

PI Harrington, Robert (rharring)

Show Balance As Direct Dollars Remaining Minus Commitments

Show Account #s Hidden

Allocations to other SU faculty Exclude

Cost Share Accounts Include

Data as of: 10/05/2015

Direct Dollar remaining minus Commitments:
 1) Direct Dollar figures are only an estimate and provided as a guide only.
 2) Direct Dollars may be subject to applicable rates (F&A & Fringe Benefits), and the actual amount available as Direct Cost will be based on the nature of the expense types.
 3) The total of Direct and indirect expenses should not exceed the Total Cost.
 4) Please see your Research Administrator to determine the impact of various expenditure types on Total Cost.

▼ Sponsored

| SPO / Sponsor | Project Type / Role | Project Name | End Date | Total Budget | Spent to Date | Committed Amount | Est. Direct Funds Available | Remaining Anticipated Funds (Incl. IDC) |
|---------------|---------------------|--------------|----------|--------------|---------------|------------------|-----------------------------|---|
|---------------|---------------------|--------------|----------|--------------|---------------|------------------|-----------------------------|---|

Advanced Search

Quickly find information with SeRA quick search values or the Advanced search by Basic Project, Transactions or Extended Projects criteria/results.

[Advanced Search](#)

Advanced Search

[Basic Project](#)
[Transactions](#)
[Extended Projects](#)

▼ Search Criteria

PI

Administering Org

Sponsor

Project Title

Agreement Type -- select one --

Project History

What's the story? Project History shows you all the transactions that are related to a project by displaying a full list of all that has happened to date. All the transaction information is chronologically displayed with transactions types, dates, status, assignee and clickable transaction links to see more.

| Transaction Type | Started | Completed | State | Status | ID# |
|------------------------------|------------|------------|-----------|-------------|-----------|
| Project Log | 01/27/2015 | - | Open | In Progress | RL589514 |
| Account Setup - Early/Extend | 08/20/2013 | - | Open | In Progress | PK558882 |
| OSR Request Form | 03/16/2017 | - | Open | In Progress | DEP477832 |
| Award - New | 01/20/2015 | 09/22/2018 | Cancelled | Terminated | AV558548 |
| Proposal - Revision | 08/05/2014 | 01/20/2015 | Cancelled | Terminated | PI579554 |
| Award - New | 08/16/2013 | 08/05/2014 | Cancelled | Terminated | AV558590 |
| Proposal - New | 08/15/2013 | 08/16/2013 | Completed | Completed | PI558554 |

Transaction Routing Status

Who has it? Where did it go? When was it done? What action is next? SeRA transaction routing status allows you to see real-time information for transactions that matter to you.

| Person | Action Item | Status | Assignee | Assigned | Completed | View Comments | Reassign |
|-----------------------|----------------------|------------|------------------|---------------------|---------------------|---------------|----------|
| PI - Anabel Velasquez | Prepare PDRF | Completed | Anabel Velasquez | 08/15/2013 01:55 PM | 08/16/2013 02:07 PM | | |
| | Approve PDRF (PI) | Completed | Anabel Velasquez | 08/16/2013 02:07 PM | 08/16/2013 02:07 PM | | |
| Institutional Review | Institutional Review | Reassigned | OSR IO Intake | 08/16/2013 02:07 PM | 08/16/2013 02:10 PM | | |
| | | Completed | Anabel Velasquez | 08/16/2013 02:10 PM | 08/16/2013 02:10 PM | | |

Attachments

Go paperless! Users can upload files and store multiple versions of a document with date-time stamps and version numbers. You can upload and link attachments at the transaction or project SPO level.

| Category | Subcategory | Proposal Identifier | Segment Identifier | File Name | File Type | Rev # | Updated By | Updated On | Linked To's | Edit | Remove | Link |
|-------------------|--------------------------|---------------------|--------------------|--------------------|-----------|-------|-------------------|---------------------|-------------|------|--------|------|
| Agreements & IOIs | Agreement - New/Original | - | - | TEST DOCUMENT.docx | | 1 | Velasquez, Anabel | 03/16/2018 03:32 PM | 0 | | | |
| Consent Package* | IOI* | - | - | TEST DOCUMENT.docx | | 2 | Velasquez, Anabel | 01/04/2018 12:38 PM | 0 | | | |

PROPERTY MANAGEMENT



The Property Management Office (PMO) is responsible for property (capital assets) administration. PMO identifies the availability of equipment for research use; facilitates recording and tracking of asset records, including maintenance and warranty information; calculates depreciation; and issues reports to management and sponsors. PMO manages physical inventory of capital and sponsor-owned assets, which includes meeting with department personnel, scanning all assets located in University space and off campus. In addition, PMO is the liaison with property auditors and provides guidance to departments, faculty, and staff regarding issues related to property administration and inventory. PMO also runs the University surplus sales and reuse programs.



[Ivonne Bachar, Director](#)
[Stan Dunn, Associate Director](#)



[PMO](#)

PMO: WHO WE ARE, WHAT WE DO

The Property Management Office (PMO) is responsible for the administration of 31,000 capital assets (equipment) with an acquisition value of \$929M. In addition they provide a system where departments have opted to track an additional 29K non-capital assets valued at \$54M.

PMO's primary responsibilities are to:

- Propose and implement property management policy, procedures, online systems, and training, to maintain an effective, compliant asset life cycle property system. Capital assets include those owned by Stanford, the Federal Government, as well as other Sponsors.
- Provide guidance to departments, faculty, and staff on property issues.
- Partner with a network of 300+ Department Property Administrators who facilitate department-specific asset management.
- Maximize the use and sharing of equipment for research, education, and administration.
- Ensure equipment accounting and depreciation is accurate to maximize Indirect Cost Recovery.
- Manage the biennial physical inventory of assets located in University space and off-campus.
- Provide an efficient process for the collection and disposition of excess assets. Seek to reutilize, recycle, or sell items through a self-funded Surplus Sales auxiliary.
- Perform data destruction to Department of Defense standards on computers processed.
- Collaborate closely with many campus departments including the Office of Sponsored Research and Capital Accounting to ensure compliance with financial, accounting, and other requirements relative to Grants, Contracts, and other Sponsored Projects awarded to Stanford.
- Serve as audit liaison on property-related matters.

PMO is organized into five teams to better serve the campus:

CAMPUS SUPPORT (UNIVERSITY PROPERTY ADMINISTRATORS – UPAs)

Provide guidance and assistance to Department Property Administrators (DPA) in managing their capital assets acquired through a direct purchase, lease, loan, donation or transfer.

- Property liaison and resource contact for assigned Schools and/or departments.
- Support DPAs in their role to identify, tag, record, and administer capital equipment. Provide guidance for the resolution of routine as well as complex, unique transactions. Monitor compliance levels.
- Facilitate and process Incoming/Outgoing equipment transfers as well as donated assets.
- Process Internal Transfers.
- Review equipment lease status and track leased equipment.
- Help facilitate biennial Inventory and associated reconciliation.
- Conduct ongoing training as needed.
- Recommend process improvements to maintain system efficiencies.

RESEARCH PROPERTY

Follow University Policy, Compliance and Procedure as it pertains to sponsor-owned or funded equipment.

- Review and confirm property terms and conditions within Sponsored Awards.
- Award closeouts including assessing disposition options and seeking sponsor approvals.
- Sponsor reporting including annual and final property reports.
- Approve equipment fabrications and monitor fabrication activity; reconcile and capitalize completed fabrications.
- Generate Inventory and Agreement property records. Maintain record archives.
- Collaborate with Principal Investigators, Research Administrators, and Office of Sponsored Research relative to compliance with property management terms and conditions.

PHYSICAL INVENTORY

Perform a biennial physical inventory of all capital assets in accordance with University policy and Sponsor compliance requirements.

- Schedule and plan campus-wide biennial inventory activity. Liaison with DPAs in confirming schedule.
- Use scanning technology to identify and verify capital equipment during inventory.
- Upload information from barcode readers into inventory system. Generate reports to review accuracy or discrepancies.
- Recommend process improvements based on inventory activity and challenges.
- Perform search and scans of government-owned property on an annual basis.

CAPITAL EQUIPMENT ACCOUNTING

Validate financial data involving Fixed Assets. Generate various financial reports relevant to the organization.

- Complete monthly and year-end General Ledger and Subsidiary Ledger financial reconciliation. Report to Controller's Office for inclusion in financial statements.
- Review and approve all Capital Requisitions to ensure correct use of Expenditure Type (ET), and other essential compliance elements.
- Reconcile and complete asset record creation, modifications, and retirement in Oracle Fixed Assets.
- Capitalize completed equipment fabrications.
- Assist the Surplus Sales with payment deposits and monthly reconciliation.
- Work with PMO Campus Support Team to resolve Outstanding Purchase Orders
- Analyze and resolve complex accounting issues. Participate in systems testing.

SURPLUS, REUSE & DISPOSAL

Serves the University and Stanford community by promoting reutilization through sales of excess capital and non-capital assets. Manage collection of excess items; dispose of effectively.

- Review campus-wide excess requests; schedule collections; identify best disposal option.
- Collect Excess Computer/Universal Waste; perform data sanitization; coordinate recycling.
- Manage furniture reutilization program.
- Surplus Property Sales Operations; strive to maximize proceeds returned to departments.
- Collaborate with Office of Sustainability when implementing disposal processes
- Prioritize reuse, recycling, re-purposing (e.g. sale) to minimize landfill
- Partner with Project Management in the effective disposal of equipment and furniture from renovation projects.

Resources

[Property Management Manual](#)

[Property Management Forms and Documents](#)

[User Guides, FAQs and Reference Material](#)

[Stanford Property Administration Resource Center \(SPARC\)](#)

RESEARCH ADMINISTRATION POLICY AND COMPLIANCE



Research Administration Policy and Compliance (RAPC) provides Indirect Cost Burdening setup and support, and financial compliance oversight for sponsored award-related matters including indirect cost compliance, campus-wide service centers, and program income. It oversees specialized expenditure allocation PTAs (EAPTA). RAPC is the process owner of Oracle Grants Accounting, Indirect Cost Burdening policy, Service center policy, Program Income policy and EAPTA policy. The department is responsible for audit coordination and resolution for sponsored research audits across the institution. It partners with Dean of Research and OSR to develop research financial compliance policies.



[Vrinda Gopal, Director](#)



[RAPC](#)
[Service Centers](#)
[EAPTAs](#)

RAPC: WHAT WE DO

SERVICE CENTERS

A service center is an organizational unit which provides a specific service or product, or a group of services or products, to users principally within the Stanford academic and administrative community.

Academic Service Centers / Veterinary Service Center –VSC

These are service centers within a school or department, usually serving specific client groups or needs, most often research. These centers provide services ranging from shops and labs, to specialized computer facilities, to departmental radiology centers. These centers provide access to scientific capital assets and personnel that are vital to research. All costs are allocated on a rates/usage basis. VSC is the Animal Facility. Because these service centers charge Federal Awards, all charges to the users must comply with the Federal Uniform Guide and University Sponsored Award policies. All of these service centers must break even by FY end within +/- 15%.

University-Level, Administrative Service Centers

These service centers provide varied and complex services to the Stanford community, with multiple sources of user funding. Because they provide services to auxiliaries and outside users, some of the policies and accounting treatments governing their operations vary from those applied to the academic service centers. These service centers include ITSS, Utilities, Operations & Maintenance. All of these service centers must break even by FY end within +/- 5%.

Resources

[Service Center Policies](#)

[Service Center Training](#)

EXPENDITURE ALLOCATION PTAS (EAPTA)

EAPTA is a specialized departmental expenditure PTA used solely to accumulate expenditures such as materials, supplies, services, or salaries whose distribution to the PTAs benefiting from the expenditures cannot be determined at the time the expenditure is incurred.

Departments distribute (or allocate) these expenditures monthly from the expenditure allocation PTA to benefiting PTAs using an allocation methodology that:

- Produces an allocation of expense to each PTA in reasonable proportion to the benefit received.
- Logically relates to the type of expense incurred.
- Results in charges to benefitting PTAs that are allowable, allocable and reasonable.

Two Types of EAPTAs are available:

- Salary Expenditure Allocation PTA: Use only for salary expenditures including related vacation, vacation used and fringe benefits. These PTAs are not Organization Suspense Account PTAs.
- Non-Salary Expenditure Allocation PTA: Use only for non-salary expenditures such as materials, supplies, services and maintenance charges.

Expenditures Not Chargeable to Expenditure Allocation PTAs:

- Expenditures in unallowable expenditure types (charge these expenditures to an unrestricted PTA)
- Expenditures that the sponsor has identified as unallowable
- Prepaid tuition allowance
- Capital equipment and fabrications
- Financial aid
- Sub-awards (expenditure types 54710, 54720)
- Veterinary service center charges (expenditure types 58710, 58720)
- Indirect costs, infrastructure charge, VSC overhead, as separate charges. EAPTAs may not be used as alternate PTAs for the infrastructure charge
- Expenditures covering multiple years (multi-year warranties, licenses, etc.) without approval from RAPC

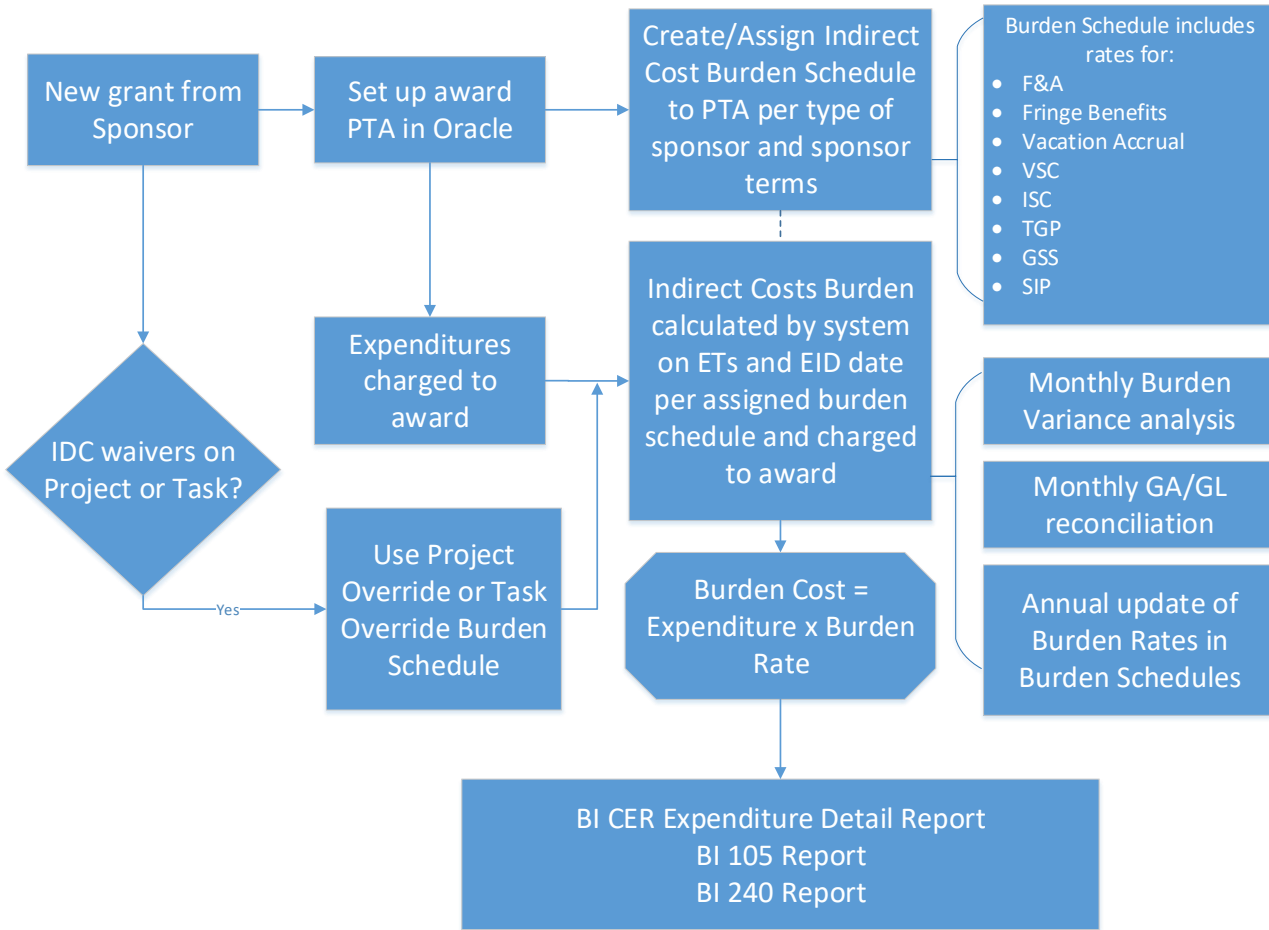
Resources

[EAPTA Guidelines](#)

BURDENING

Government and non-government sources of sponsored funds reimburse Stanford for indirect costs supporting sponsored agreements through the use of burden rates applied to eligible PTAs as a percentage of eligible costs. Burdening refers to the process whereby these charges are calculated as a percentage of expenditures by the Oracle financial system and charged to awards. These percentages, known as rates, are either negotiated periodically with the Federal government or set by the Provost’s Office.

Oracle Burdening Process Flow



Resources

[Stanford Rates](#)

RESEARCH FINANCIAL REPORTING



The Office of Research Financial Reporting (RFR) provides internal and external sponsored financial management reports and ad hoc reporting. In addition to providing guidance on the quarterly review and certifications process, the team is also responsible for managing sponsored revenue recognition as well as sponsored data governance and stewardship.



[Marilou Hemenway, Director](#)
[eCertification Help](#)



[RFR](#)
[eCertification](#)

eCertification

REVIEW AND CERTIFY QUARTERLY EXPENDITURE REPORTS

The new Quarterly Certification Process will be going live in December 2017.
For additional information, please visit [eCertification System](#)

What is changing?

- The previously pushed 149 reports will be replaced (Date TBD) with a notification email with a link to the eCertification system. The 149 reports will still be accessible through bi.stanford.edu.
- Task Managers will be responsible for completing their review before the Principal Investigators are notified they can certify.
- Certifiers will now mark their certification through the online system instead of using a wet ink signature.
- There will be a transitional period where manual certifications will be accepted in lieu of the electronic certification, however the manual copy must be uploaded to eCertification.
- All reviews must be recorded in eCertification.

Who is affected?

| | Admin | Overseers | Research Administrators | Certifiers | Primary Task Managers | Self-Certifier |
|-------------------|---|---|---|------------------------------------|--|---|
| Roles | ORA Research Financial Reporting Team | School and Department Overseers | Task Managers | Principal Investigators | Primary Research Administrator who works with the Principal Investigator | Faculty who are not identified as Principal Investigators |
| Who grants access | Access approved by RFCS Associate Vice President and DoR Associate Vice Provost | School Overseer eCertification - ORA RFR team if not School Overseer is identified | Department Administrator designee | ORA Pre- and Post-Award Team | School/ Department Overseer | Identified by eCert System |

Accessing the system

The system will always be reachable after launch at <https://ecertification.stanford.edu>

Contacts

[Maryland Hastie](#), Program Manager
[Alex Ochoa](#), Financial Reporting
[Marilou Hemenway](#), Director

Resources

[eCertification Briefing](#)
[Monthly Review and Certification](#)
[RPH 3.2 Management of Project Expenditures](#)

COST AND MANAGEMENT ANALYSIS



The Cost and Management Analysis (CMA) group determines, proposes, and negotiates the Facilities and Administrative (F&A, also known as Indirect) Cost Rates and Fringe Benefits Rates with the Office of Naval Research. Since a large portion of the indirect cost recovered by the University depends on how campus space is being used, the Space Inventory Process is also an integral part of CMA. Every two years, an official Space Inventory is conducted to update Stanford's database for new space, renovated/re-purposed space, demolished space and department moves around the campus. The database is used to track the occupancy and use of all the rooms in Stanford on campus buildings and in off campus buildings leased for use by Stanford organizations. The CMA team utilizes the Space Inventory data in the allocation of building related costs that impacts the recovery of millions of dollars to the University. CMA, alongside Research Administration Policy and Compliance (RAPC), also provides oversight for the University's service centers, including utility as well as operation and maintenance service centers such as electricity, steam/chilled water, and sewer systems.



[Stella Hu, Interim Director](#)



[CMA](#)
[Stanford Rates](#)
[Space Inventory](#)

CAYUSE 424

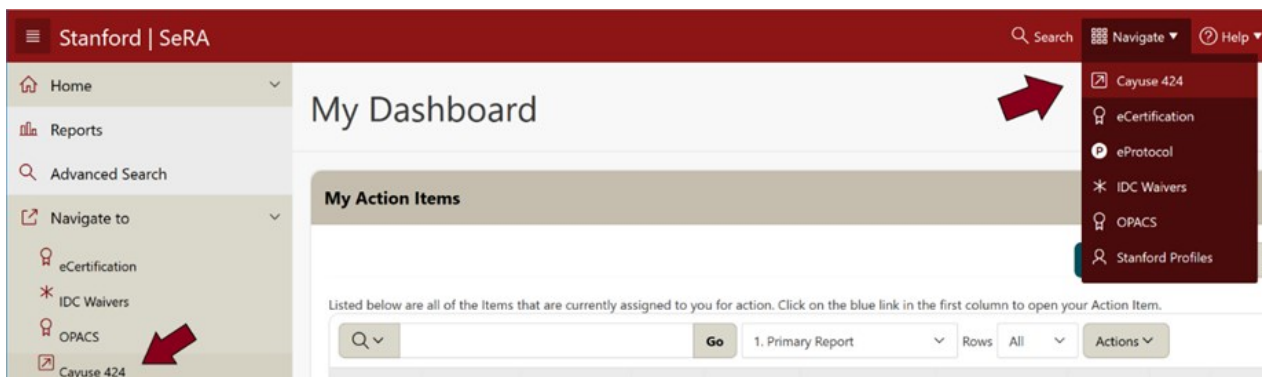
Cayuse 424 is a web-based system-to-system solution that allows users to create, review and submit Grants.gov proposals to OSR or RMG for institutional review and submission to the sponsor. **Effective December 31, 2017, the Grants.gov legacy PDF application, also known as the SF424 package, will be retired and no longer available for federal proposal submissions.**

Effective January 1, 2018

- For proposals submitted by the OFFICE OF SPONSORED RESEARCH, please use Cayuse 424 for Grants.gov federal proposal submissions where the SF424 had been previously used.
 - For NSF proposals, OSR continues to support Fastlane
 - For NASA proposals, OSR can support NSPIRES or Cayuse 424
- For proposals submitted by the SCHOOL OF MEDICINE (SOM) - RESEARCH MANAGEMENT GROUP (RMG), please work with your Research Process Manager for guidance on proposal submissions.
 - SoM continues to recommend ASSIST for NIH applications, but can support Cayuse 424
 - For NSF proposals, SoM can support Fastlane or Cayuse 424
 - All other federal agencies currently using PDF application packages, should use Cayuse 424 effective January 1, 2018

Access

- From your [SeRA dashboard](#) select Navigate & then Cayuse 424
- If you do not have user access, submit a SeRA Help Ticket or email [Megan Dietrich](#)
- Firefox is the preferred browser for Cayuse 424



Resources

- [Cayuse 424 —The Solution for the Retiring Grants.gov PDF Package](#)
- [Cayuse 424 User Guides](#)
- [Cayuse 424 on DoResearch](#)
- [Submit a SeRA HelpTicket](#)

Contacts

- [Tim Leung](#), ORA Client Advocacy and Education
- [Megan Dietrich](#), ORA Client Advocacy and Education

CARDINAL CURRICULUM CERTIFICATION PROGRAM

➔ [CARDINAL CURRICULUM ACCESS PAGE](#)

What is Cardinal Curriculum?

The Cardinal Curriculum Certifications (Level I and Level II) are two sets of courses intended to help you succeed in your research administration role at Stanford. In Level I, you get the foundation; the legal and financial framework. Level II builds on that foundation to provide you with specific skill sets such as proposal preparation, award management, subawards, etc...

What is a Companion Workshop?

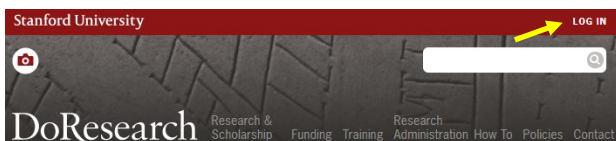
Cardinal Curriculum courses are structured into two components: 1) An online course that contains all the didactic portion on a particular topic and 2) A practical application computer lab based workshop (also known as companion workshops).

The online content is always up-to-date and accessible as reference material even after you have taken the course.

What is MyDoR?

MyDoR is your own personalized page in DoResearch. Here you can save your most frequently used pages in DoResearch for quick and easy access. You can also save and resume a course, save funding opportunities and so much more!

To use this feature as well as take any of our courses, make sure to log in to doresearch.stanford.edu



All pages include a [+ Save to MyDOR](#) button.

Contact Us

[Catalina Verdu-Cano](#), Associate Director
Training and Communications
Vice Provost and Dean of Research Office

CARDINAL CURRICULUM COURSES BY LEVEL



Cardinal Curriculum Level 1 DoR-Prog-1001
Beginning courses in research administration

REQUIRED COURSES AND COMPANION WORKSHOPS

1. DOR-1101: Understanding Cost Policy
2. DOR-1102: Overview of Research and the Regulatory Environment
3. DOR-1103: Overview of Research and the Regulatory Environment Companion



Cardinal Curriculum Level 2 DoR-Prog-2002
Advanced courses in research administration

REQUIRED COURSES AND COMPANION WORKSHOPS

1. DOR-1101: Understanding Cost Policy
2. DOR-1102: Overview of Research and the Regulatory Environment
3. DOR-1103: Overview of Research and the Regulatory Environment Companion Workshop
4. DOR-1504: Award Process Companion Workshop
5. DOR-1126: Managing Sponsored Projects
6. Coming Soon! Managing Sponsored Projects C.P

ELECTIVES

[See full list here](#)

DORESEARCH: ALL OTHER TRAINING COURSES AND RESEARCH ADMINISTRATION RESOURCES

[All Compliance Training Courses](#)
[How-Tos](#)
[Systems Training and Guides](#)
[Policy Handbooks](#)

INTERNATIONAL PROJECTS: Global Business Services (GBS) & ORA

Considerations for International Activities

TRAVEL & WORK AUTHORIZATION

- Type of visa for the activities
- Types of activities
- Work authorizations for the types of activities

TIME IN COUNTRY

- How much time are you spending in-country (one time vs. on-going)?
- Tax implications – Corporate & Individual (students, employees)
- Tax Treaties

TRAVEL HEALTH & SAFETY

- Health & Contingency Planning
- International SOS
- Registering travel with the [Office of International Affairs](#) (OIA)

EMPLOYMENT

- Project-related international assignments (where Stanford project personnel are based in a foreign location for over 3 months)

IN-COUNTRY COLLABORATION

- Will you be working with a local University/NGO?
- Can they assist you with on the ground logistics?
- Can you/Stanford comply with local law if a contract required it?

LOCAL HIRES

- Will there be local hires? How many?
- What activities will local hires be engaged to perform?
- How long will local hires be engaged for?
- Could local collaborators assist with local hiring needs?

CASH HANDLING & PAYMENTS

- Traveling with cash?
- Structuring payments to avoid the use of cash
- Other Treasury options

IMPORT/EXPORT

- Are you bringing [equipment, software](#), etc. into country?
- What will you be leaving the country with?

PRIVACY

- Data Privacy and Protection
- De-identification of research data

INSURANCE

- International Insurance Protection (liability, vehicular, property, etc.)
- Insurance waivers

Policies and Regulations

- [Admin Guide for Global Activities](#)
- [Anti-Bribery policy](#)
- [Anti-Corruption](#)

Contact a Stanford Office

- [Global Business Services](#)
- [Export Control](#)
- [Privacy Office](#)
- [Risk Management](#)
- [Office of International Affairs](#)
- [Office of Research Administration](#)

Click to play

