# The Grant is Here! Now What? Part I - Best Practices for Financial Management

Stanlyann Alteon – RFA Cedric Miller – RFA Nancy Bynoe – Subaward Manager

**NU-RES Conference 2022** 



# Objectives

- To provide a refresher on UG cost principles
- To provide insight on the best practices used when processing an expenditure:

  Journal Vouchers, Cost Transfers, Vendor Payments (Direct Pay Forms), and PO Requisitions
- Overview of outgoing subaward issuance process
- Overview of subrecipient invoice process
- Roles and responsibilities around subrecipient risk assessment and monitoring







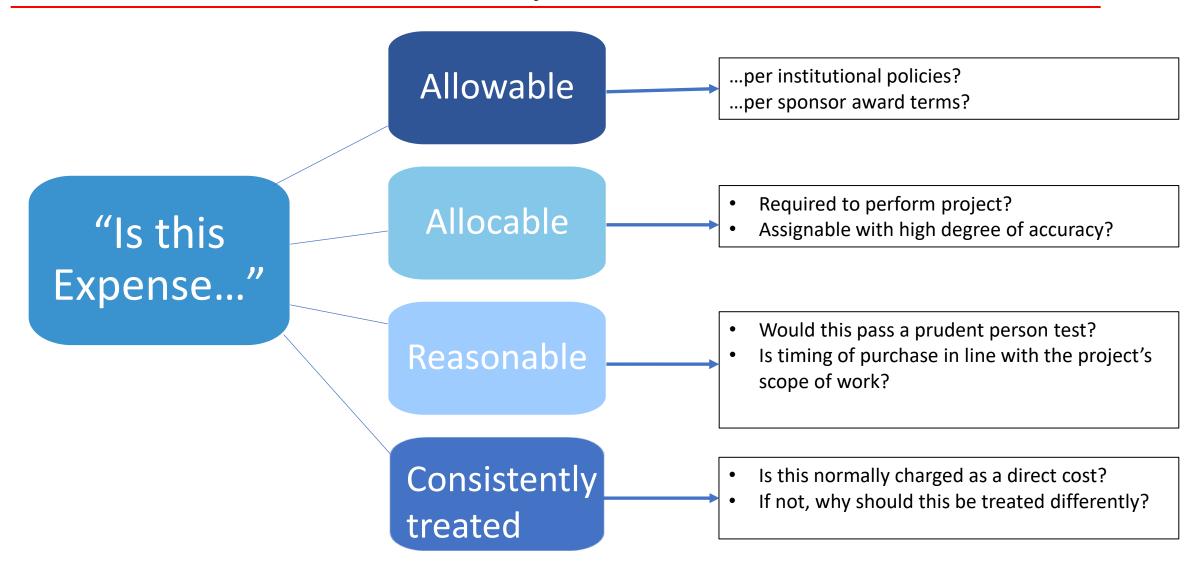
# **NU-RES Finance Team Matrix**

Activity	Research Finance Analyst (RFA)	Senior Compliance Specialist	Research Account Analyst (RAA)	Cash Management Team
Award Setup in Banner	X		X	
Expense Compliance Reviews:				
-Journal Vouchers				
-Cost transfers	X			
-Vendor Payments (Direct Pay Forms)				
-PO Requisitions				
-Concur Statements & Reimbursements				
-Payroll Distribution Changes		X		
-Summer Salary (Period Activity Pay)				
Research Annual Certification		Χ		
Financial Reporting	X			
Invoicing &			X	
Letter of Credit (LOC) Draws			^	
Payments & Collections			X	X
Closeouts	X		X	X





# Allowability for Direct Costs



# **Areas of Scrutiny**

### Travel

- No alcohol allowed on sponsored awards
- Meals should have an itemized receipt
- Fly America Act

### Equipment

- Be mindful of purchases towards end of project

### Participant Support Costs

- Must be tracked separately (think child funds!)
- Generally not full time NU employees
- Are not human subject payments

### Indirect Costs (F&A Costs)

- Administrative salary support
- General office supplies







# Managing Research Projects

### Roles & Responsibilities – Financial Management

Principal Investigator (PI)

- Financial oversight of project
- Subrecipient monitoring
- Approve/allocate all expenses
- Monthly review of expenditures
- Request correction of any errors
- Resolve any over expenditures

Department Administrator (DA)

- Process payroll and expenses on behalf of PI
- Review Summary reports and Detail Expense Report
- Prepare projections for PI
- Process cost transfer to correct errors or over expenditures

Research Operations (NU-RES)

- Bill sponsors/Letter of Credit
- Accounts Receivable
- Review of expenditures
- Coordinate audits
- Financial Reports
- Meet with RA to review any outstanding issues





# Direct Pays (DPAYS)

**Purpose:** To pay vendor invoices that are <\$5000 (i.e. vendor does not exist in Banner and NUCard isn't accepted), issue trainee stipends, subject payments, consultant payments. NU-RES Finance reviews all DPAY requests that include charges allocated to sponsored projects (funds 5xxxxx).

### **Types of DPAYS:**

- Domestic (Processed through K2's Vendor Payment Requests)
- International (Paper Dpay via email: research\_finance@northeastern.edu)

### The workflow involves **Three Levels** of approval:

- 1. Division
- 2. NU-RES
- 3. Accounts Payable







# Required Documentation - DPAYS

### **Domestic DPAY**

- Copy of vendor's invoice\*
- W-9 form \* (a) (a) (b)
- Professional Services Agreement (if needed)
- Processed through K2's Vendor Payment Requests

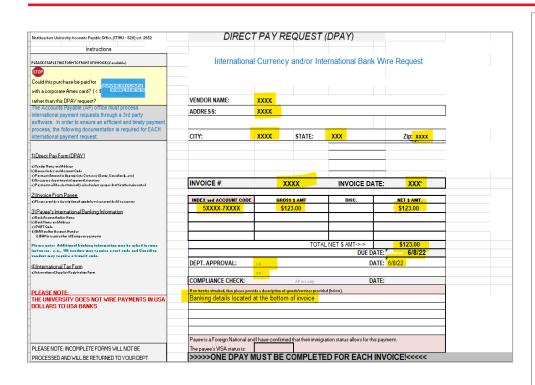
### \*Forms that are required for each DPAY submission

### International DPAY

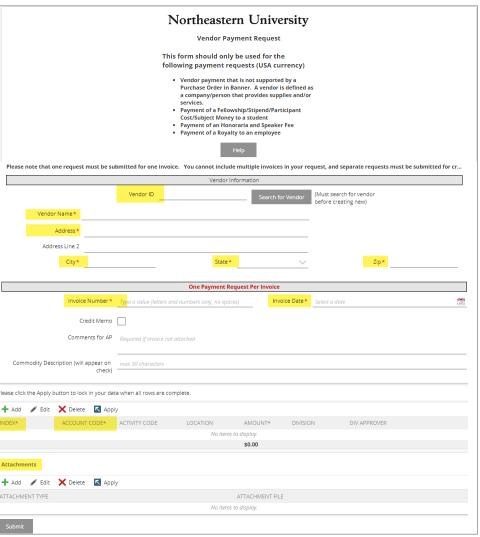
- Direct Pay Form \*
- Copy of vendor's invoice \*
- Vendor's international banking information \*
- International Supplier Registration Form \*
- Processed through paper DPAY via email



# Example - DPAY







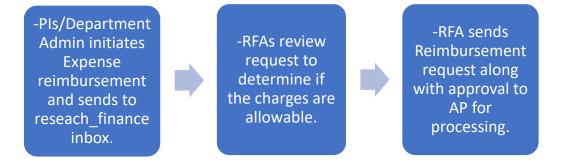


# Expense Reimbursement Vouchers

**Purpose:** Reimburse non full-time employees or students for expenses incurred on behalf of the University. NU-RES Finance reviews all expense reimbursement vouchers that include charges allocated to sponsored projects (funds 5xxxxx).

The workflow involves **Three Levels** of approval:

- 1. Division
- 2. NU-RES
- 3. Accounts Payable







# Required Documentation – Expense Reimbursement

- Expense reimbursement voucher worksheet
- Itemized receipts for all expenses \$75 and more
- Recorded explanation for charges under \$75
- Relevant exchange rates for international travel





# Example - Expense Reimbursement

Accounts Payable	320 Renalssance Park		(617) 373-269		(617) 373-8338 fax	
	Expense Re	imburse	ment Vo	ucher		
Today's Date:			Non-Employee	Name		
Imployee / Student Name:		Home Address:				
			Plome Address			
NU ID # (REQUIRED):					L. 111	
Campus Address / Phone Ext: Did you travel or have a meal at th			NU ID # (If ap			
Travel Expenses/comple					hase at the expense of the University complete green font area be	
					omplete green fort area be	
Destination:			Description			
Dates of Travel:			Date of Exp	ense:		
Purpose:			Purpose:			
continued from above)			(continued from	above)		
SUMMARY OF EX	PENDITURES					
		INDEX		OUT OF POCKE	т	
			CODE	EXPENSES		
					IMPORTANT	
	Air Fare		73021		Please do not	
	Train Fare		73022		enter doller amounts in	
	Bus Fare	•	73023		blue-sheded baxes to	
	Off Campus Registra	_	73024		the left. Provide details of	
	Mileage	•	73025		bavel expenses on revers	
	Auto Renta	1	73026		aide of this form and the t	
	Lodging		73027		will automatically populate	
	Meals		73028		on front side.	
	Other Items (Misc		73313		4	
	Seminar Registration		74310			
	Non-Travel Expense				Please enter figures	
	Non-Travel Expense	s			in green-sheded baxes	
	Non-Travel Expense				on this side of form only.	
APPROVALS	TOTAL EXPENSES	8				
	NAL RECEIPT(8) ATTACHED, Item	drad Danaini	to the macroscopic	anded for all arms	erar BLIT BEGLIBED for all	
expenses of \$75 or more. Please	provide business purpose of exper	nses and nar	nes of others o	overed by these e	expenses on page 2.	
			or nourse			
Imployee/Non Employee			signature		Date:	
	e and accurate accounting of exper					
grant or contract, I further certi	fy that these expenses comply wit	h the applica	able cost prin	iples and regulat	ions of the sponsoring entity.	
finimum of two signatures is required for	each Expense Reimbursement Voucher reg	gardiess of fundir	g source			
leut Level Supervisor *			signature		Date:	
unding Approval (within department)	printed name		signature		Date:	
Signature of employee's next level ma	anager (or their delegate) required		RAF approval ne	eded for all grant-fun	ded travel.	
PLEASE NOTE						
Inder IRC sections 62(a)(2) and 62( employment taxes (federal income to	<li>c), reimbursements for travel that meet exes, Social Security and Medicare). The</li>	established tes following are	te for an ACCOI the three require	JNTABLE PLAN, and ments for an account	not subject to rtable plan:	
1. There must be a business con-	ection and the expense must be reason					
2. There must be reasonable acco						

DATE	DESTINATION (please abbreviate)	AIR FARE	TRAIN FARE	BUS FARE	TAXI		MILEA		AUTO RENTAL	LODGING		MEALS		OTHER	SEMINAR REGIST.	TOTAL EXPENSES
	rom-Tu/To-From						fudes gar				BREAK FAST	LUNCH	DINNER	(MISC) see below		
1500	an in the interest of the inte						#0.5800				17651			and below		\$0.00
						0	#0.5800	¥0.00								\$0.00
						0	WG 5800	<b>#</b> 1.00								\$0.00
_						0	W0.5800	M1.00							$\perp$	\$0.00
_						0	#0.5800	#0.00							+	\$0.00
_						0	WG 5000	<b>#</b> 0.00							-	\$0.00
-						0	#C 5000	<b>\$</b> 0.00							+	\$0.00
_						0	90 5800	41.00							-	\$0.00
TOTA	L EXPENSES	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
A	CCOUNT	73021	73022	73023	73024		7302	5	73026	73027	73028	73028	73028	73030	74310	
														Total Travel exp	enses	\$0.00
	A o		W9 form (I	Domestic)	or Internati	ona	Supp	ier Re	gistration fo	orm (Interna	tional) is r	equired fo	r all new pa	yees (not yet paid v	ria Banner).	





# Self Service Banner (SSB) Requisitions

**Purpose:** To request Purchase Orders for domestic supplies, consultants, ad-hoc services, etc. NU-RES Finance reviews requisition requests that include charges allocated to sponsored projects (funds 5xxxxx).

The workflow involves **Three Levels** of approval:

- 1. Division
- 2. NU-RES
- 3. Procurement







# Self Service Banner (SSB) Requisitions Example

**Step 1:** Log in to <u>myNortheastern</u>. Go to Services & Links, then select Banner Finance (SSB). Click on Finance.

**Sept 2:** Click on Requisition and begin process.

# Employee and Students Finance Search Finance Budget Queries Encumbrance Query Approve Documents View Document Budget Transfer Multiple Line Budget Transfer

Research Enterprise Services

Requisition Header
Requisition Order

Requisition	Order Date	Trans Date	Delivery Date	Print Date	Total
R0078864	Dec 07, 2020	Jan 12, 2021	Dec 07, 2020		9,204.00
Origin:	SELF_SERVIC	Œ			
Complete:	Υ	Approved:	N	Type:	Procurement
Cancel Reason:	3	1 335		Date:	
Requestor:	33.0		143000	Khoury	10
Phone Number:					
E-mail:		- +• •			9)
Accounting:	Document Le	vel			

 Requisition Accounting

 Seq# COA FY Index
 Fund
 Orgn
 Acct
 Prog Actv Locn
 Proj NSFSusp
 NSFOvr
 Susp Amount

 1
 N
 21
 5
 143070
 73005
 2010
 N
 N
 N
 9,204.00

 Total of displayed sequences:



# Red Flags/Concerns

### **Timing**

- Is the payment request occurring more than 12 months from the invoice date?
- Near the end of the award/budget period?
- Near the end of the fiscal year?

### **Budget**

- Is the index in a deficit?
- Does this expense identify with the specific sponsor project?
- Was this expense budgeted in the original proposal?
- Costs that are IDC excluded should be charged to specific codes

### Justifications/Backup

- Is there an explanation?
- Does it explain how the expense benefits the project?
- Are there receipts/backup for the expenditures posted?
- Was prior approval needed? Ex: Restricted categories capital expenditures







# **Cost Transfers**

**Purpose**: A cost transfer is a reassignment of an expense between cost centers (from one project/fund to another). Cost transfers may be needed to correct a clerical error on an original charge or to correct the allocation assignment of an expense.

### **Key Points:**

- Cost Transfer requests are submitted in the K2 Workflow.
- Requests should be made promptly using the Cost Transfer Form and must contain supporting documentation and justification sufficient to stand the test of a formal audit.
- Transfer that are beyond 90 days of the original transaction date require additional justification.
- Frequent, late, and inadequately explained transfers especially those involving projects with cost overruns or unexpended balances – raise concerns about the propriety of the transfers and call internal controls into questions during audit.





## **Cost Transfers**

When cost transfers are moving expenditures onto projects, it is critical that the transfer meet the rules of allowability. The following are considered during the review process:

- 1. Is the project/fund active? Are funds available?
- 2. Does the request provide a clear explanation as to how the expense benefits the receiving project?
- 3. Are these costs allowable according to the award's terms and conditions?
- 4. Are they reasonable and do they meet the four key cost principles?

### Other general requirements:

- → Debit/credit amounts, fund/index numbers, and account codes are accurate.
- > Cost Transfer Form is complete and signed.
- → Backup documentation showing the original charges in Banner in included.





# Cost Transfer Journal Voucher Moving Costs To A Sponsored Project (K-2 Workflow)

Journal Voucher Form Supporting Document	ts (1) Audit							
Departmental Approva	Date: Central Fina		Central Approv	al		Document #:	K0000000	
Submitted By: Smith, John Level I Approval:	_ May 24 2022 6:30PM Research Fi _	nance Approval:	Date:				\$38,325.52	
Level II Approval:	<u></u>					Transaction Date:		atmts -11
Is this a Cost Transfer to a sponsored progra.	Yes No							
Cost Transfer For	m: 61234 512000 IV Cont	Transfer Forms and						
	G1234 512000 JV Cost (PDF File)	Transier romi.pur						
Original Transaction Da	te: 3/31/2022			elants -11				
+ Add X Delete C Refresh								
	DENIT					CDEDIT		
	DEBIT					CREDIT		
# INDEX FUND	ACCOUNT	AMOUNT	INDI	EX	FUND	ACCOUNT		AMOUNT
1 512000 - NSF/ABC-123 512000	73304-ScientificSupplies	\$19,162.76	1 30000	0 - Dept OH Accour	nt 300000	73304-ScientificSupplie	es	\$19,162.76
# BANNER REFERENCE (35 CHARAC	TER LIMITATION)	BANK REFEREN	NCE (REQUIRED	BANK DATE (REC BANK JVS)	QUIRED FOR	DETAILED EXPLANATIO	N (OPTIONAL)	
1 Move lab supplies to correct fund						Allocate lab supplies to r	new grant fund	





### Other Transfer via Journal Voucher Funding Cost Share Index (K-2 Workflow)

Journal Voucher Form Supp	orting Documen	ts (1) Audit					
Submitted By: Smith, Jo Level I Approval: Level II Approval:			Central Finance/ Research Finance A	Central Approval pproval: Date:		Document #: Total: Transaction Date:	K0000000 \$584,392.00
Is this a Cost Transfer to a s	oonsored progra.	·· Yes No					
+ Add X Delete C	Refresh						
		DEBIT				CREDIT	
# INDEX	FUND	ACCOUNT	AMOUNT	INDEX	FUND	ACCOUNT	AMOUNT
1 300000 - Dept OH Account	300000	80205-TransfertoSpons	\$292,196.00	1 508000 - DEN/1234 CS	508000	97400-Fundtransferad	\$292,196.00
# BANNER REFEREN	ICE (35 CHARAC	TER LIMITATION)	BANK REFERENCE (RE FOR BANK JVS)	EQUIRED BANK DATE (REQ	UIRED FOR	DETAILED EXPLANATIO	N (OPTIONAL)
DAITHER THE ETTER			1011271111270)	DAITIC 3 V D)			





# Cost Share - Internal Process at Northeastern

### Setup JV Expenses Report Cost share Department Research Department fund created submits JV to allocates **Finance** by Research fund cost distributes appropriate monthly cost expenditures Finance share share reports





# Tracking Cost Share at Northeastern

### **Cost Share Report**

<u>Division:</u> ABC College
<u>Fiscal Period:</u> October

Fiscal Year: FY22

riscat rear.												
Organization Description	Division Description	Grant Code	Fund Code	Fund Description	Cost Share Budget	ITD Expenditures	Cost Share Amount Funded	Cost Share Amount Due	Fund Budget End Date	Fund Level 4 Code	Fund Status	Comments
Department DEF	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Washington, G.	\$53,271.15	\$53,268.98	\$53,213.00	\$55.98	9/30/2020	B61000	A	
Department DEF	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Adams, A.	\$12,500.00	\$7,500.00	\$7,500.00	\$5,000.00	8/31/2022	B61000	A	
Department DEF	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Jefferson, T.	\$19,030.57	-	-	\$19,030.57	1/31/2022	B61000	A	
Department GHI	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Madison, J.	\$214,284.00	\$214,426.84	\$214,284.00	\$142.84	9/30/2020	B61000	A	
Department GHI	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Monroe, J.	\$84,460.00	\$21,896.50	\$18,759.00	\$65,701.00	12/31/2021	B61000	A	
Department JKL	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Adams, J.	\$38,224.00	\$38,168.70	\$38,168.70	\$55.30	9/29/2021	B61000	A	
Department JKL	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Jackson, A.	\$2,280.08	\$871.16	-	\$871.16	7/31/2020	B61000	A	
Department JKL	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Van Buren, M.	\$64,621.00	\$43,302.62	\$43,302.61	\$0.01	2/28/2021	B61000	A	
Department MNO	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Harrison, W.	\$36,722.00	\$24,292.00	\$24,302.39	\$12,419.61	11/30/2021	B61000	A	
Department MNO	ABC College	G0000XXXX	5#####	SPONS/Award ###-CS/Tyler, J.	\$25,110.00	\$16,873.92	\$16,873.89	\$8,236.11	12/31/2021	B61000	A	

✓ The monthly Cost-Share Funding Report is distributed to each Division on a monthly basis.



✓ Report contains full listing of Active cost share Funds. NEU Cost Share Fund Numbers (Numbers are exclusively for Cost Share). Example: CS/ 509004.



Includes budget, actuals, and amounts transferred



# **Cost Share Takeaways**

- If a cost share fund is established, the expectation is that the cost share amount should be met by the department. Cost share is contractual agreement between the university and the sponsor.
- Cost share expenditures are reportable to sponsors through both financial reporting and invoicing channels.
- Receiving funding transfers from departments is necessary to cover the expenditures and lead to a timely closeout.
- If the cost share is not met as outlined in the award agreement, the sponsor can refuse payment of an invoice until the cost share obligation is met.



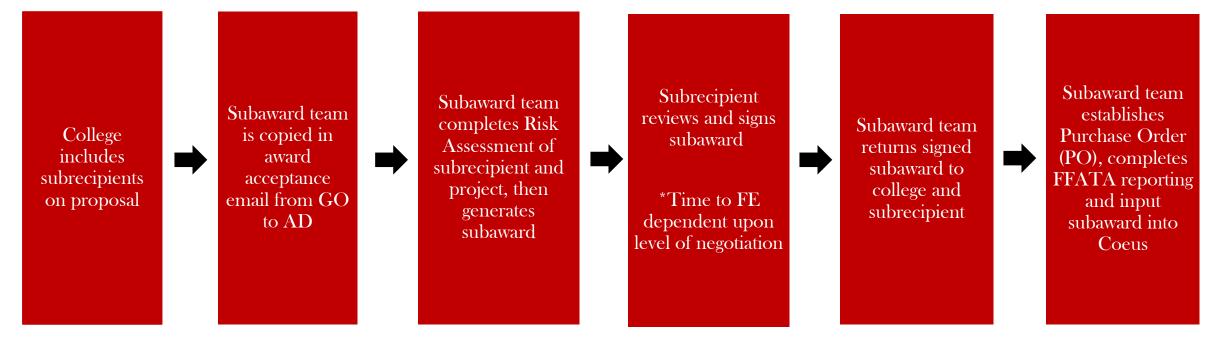


# **Subaward Management**



# Subaward Issuance

A **subaward agreement** is a formal written contract made between NU and another institution or organization to perform an intellectually significant portion of NU's SOW (Statement of Work) under a NU sponsored project.





# Initiating Subawards

- ➤ An eCLAWs record will be created for subaward, accessible to the college administrators and NU PI
- ➤ If an updated budget or Scope of Work is needed, Subaward team will request these from College Administrator and PI
- ➤ Depending on the funding agency, any additions of or changes to subrecipients may require prior approval from sponsor
- > Subaward team performs **Risk Assessment** and before issuing subaward

**Exceptions:** College initiated subawards include: subawards not named at time of proposal and/or programmatic changes (PI change, budget changes etc.) – college admins should create an eCLAWs record for these instances





# Risk Assessment

Subaward team evaluates each subrecipient entity and each subaward, irrespective of funding agency

### Subrecipient Entity Assessment

- Performed annually;
- Review subrecipient's single audit for compliance with financial regulations;
- Check publicly available resources to determine if subrecipient has had any documented compliance or performance issues;
- Focuses on determining if subrecipient will be good steward for funds

### **Project Assessment**

### **NEW SUBAWARDS**

- Look at project specifics to determine if the project is high risk
- Examples of high risk may include:
  - Ratio of outgoing funding vs award budget
  - Type of work, such as a clinical trial

### **RENEWALS**

- The PI must affirm if the subrecipient is performing satisfactorily
- College should also look for any red flags, such as lack of invoicing
- PI and College should discuss issues with Subaward team









# Subaward Process

➤ A new PO is created in Banner to pay invoices

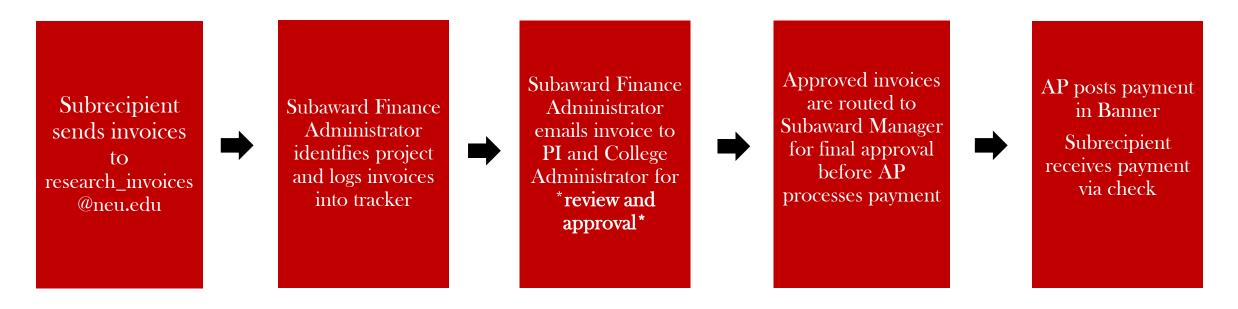
Account	Type	Description	Adjusted Budget	Activity	Commitments	Available Balance
78050	E	Res Sub-Contract 1	174,999.00	0.00	174,999.00	0.00
78051	E	Res Sub-Contract 2	99,996.00	0.00	0.00	99,996.00
78052	Е	Res Sub-Contract 3	100,000.00	0.00	100,000.00	0.00
78053	E	Res Sub-Contract 4	575,021.00	0.00	575,021.00	0.00
78054	E	Res Sub-Contract 5	175,000.00	0.00	175,000.00	0.0
78055	E	Res Sub-Contract 6	99,986.00	0.00	99,986.00	0.0
78056	E	Res Sub-Contract 7	100,000.00	0.00	100,000.00	0.00
78057	E	Res Sub-Contract 8	125,000.00	0.00	125,000.00	0.00
78058	E	Res Sub-Contract 9	250,000.00	0.00	250,000.00	0.00
78059	E	Res Sub-Contract 10	200,000.00	0.00	200.000.00	0.00

> Once a subaward is fully executed, Subrecipients can invoice NU for expenses on their project.





# Subaward Invoice Process



**Closeout:** Based on outreach from the GO, the Subaward Team contacts subrecipients to remind them to complete their final reports and submit final invoices within the timeframe specified in the subaward. Once final invoice is paid, PO is liquidated to remove remaining encumbrances, if any.



# Subaward Invoice Review

	College Administrator & PI Review		Subaward Manager Review
•	Ensure the expenses are allowable per the subaward and the subaward budget.	•	Review the general demographic information on the invoice. Ensure key business information is correct
•	Period of the invoice is within the budget period and there are no other invoices in that period		such as subaward number, dates, PI name etc.
	Amount does not exceed authorized budget	•	The subrecipient's institutional official signature and the 2 CFR 200.415 statement must be on all invoices related to federally funded sponsored projects.
•	Look for unexpected expenses:	•	Ensure any required backup documents are included
•	While the subrecipient often has authority to rebudget, the College / PI has the right to ask about		with the invoice, if required in subaward terms
	the changes	•	Ensure the cumulative expenses do not exceed the
•	Red flags: travel or capital equipment – confirm if in		total approved subaward budget.
	awarded budget	•	Ensure the approval from PI matches invoice
•	Verify with the PI that the work is proceeding as expected, that the subrecipient PI has been responsive / is providing reports, etc.		attached.





# The Subaward Team

Nancy Bynoe – **Subaward Manager** n.Bynoe@northeastern.edu

Julie Renkas – **Subaward Administrator** <u>j.Renkas@northeastern.edu</u>

LeAnh Wong – **Subaward Finance Administrator** <a href="mailto:l.wong@northeastern.edu">l.wong@northeastern.edu</a>







# Subaward Management Key Takeaways

- Understand the steps involved of issuing outgoing subawards
- Understand the overall process of paying subrecipient invoice
- Understand roles and responsibilities around reviewing and approving invoices
- Meet your Subaward Team!





# Useful Links

- Policy on Costs for Sponsored Agreements: <a href="https://cpb-us-w2.wpmucdn.com/sites.northeastern.edu/dist/b/620/files/2020/09/Policy on Costs for Sponsored Agreements rsa1.pdf">https://cpb-us-w2.wpmucdn.com/sites.northeastern.edu/dist/b/620/files/2020/09/Policy on Costs for Sponsored Agreements rsa1.pdf</a>
- Policy on Cost Sharing: <a href="https://cpb-us-w2.wpmucdn.com/sites.northeastern.edu/dist/b/620/files/2020/09/Policy on Cost Sharing.pdf">https://cpb-us-w2.wpmucdn.com/sites.northeastern.edu/dist/b/620/files/2020/09/Policy on Cost Sharing.pdf</a>
- Policy on Cost Transfer: https://cpb-us-w2.wpmucdn.com/sites.northeastern.edu/dist/b/620/files/2020/09/Policy on Costt Transfer.pdf
- Research and Sponsored Programs Participant Payment Guidance: <a href="https://research.northeastern.edu/app/uploads/sites/2/2019/01/Participant-Costs-Cash-Management-Guidance-8-8-17Final.pdf">https://research.northeastern.edu/app/uploads/sites/2/2019/01/Participant-Costs-Cash-Management-Guidance-8-8-17Final.pdf</a>
- Financial Monitoring of Sponsored Programs Guidelines: <a href="https://research.northeastern.edu/app/uploads/sites/2/2022/03/Financial-Monitoring-of-Sponsored-Programs-Guidelines.pdf">https://research.northeastern.edu/app/uploads/sites/2/2022/03/Financial-Monitoring-of-Sponsored-Programs-Guidelines.pdf</a>
- Procurement Policy: https://www.northeastern.edu/policies/Policy on Procure to Pay.pdf
- Link to NU Travel Policy: https://www.northeastern.edu/policies/pdfs/Policy on Travel and Expense Reimbursement.pdf
- Prior Approval Matrix:

https://northeastern-my.sharepoint.com/personal/msg1790 northeastern edu/Documents/Microsoft%20Teams%20Chat%20Files/FDP%20Prior%20Approval%20Matrix.pdf





Questions?



# Thank You!

# LVX VERITAS VIRTVS