



Office of Grants & Sponsored Research

POST-AWARD GUIDE

Introduction to Award Management

with Links to TCNJ Unit Policies and Procedures & Federal Policies

January 2018

INTRODUCTION

This guide is intended to provide faculty and staff whose projects have received grant funding with an introduction to current guidelines and policies for managing those awards. Detailed procedures for grant award management are provided directly to principal investigators by the post-award grants staff in the Office of Finance and Business Services upon receipt of notification that an award has been received.

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A. GETTING STARTED WITH YOUR NEW GRANT AWARD

Notification of Award

For prompt PeopleSoft budget setups, the PI should forward a copy of the award letter/notification to the Office of Grants and Sponsored Research (OGSR) and to the Office of Finance and Business Services (OFBS). Upon receipt of notification, OGSR processes your grant application as “awarded” and coordinates with the post-award grants administrator in OFBS to initiate the set-up of your grant budget.

Grant Project Start-Up

The Award Implementation and Management Meeting

The post-award grants administrator will contact the project’s principal investigator (PI) to schedule the Award Implementation and Management (AIM) meeting. The AIM meeting is designed to review PI responsibilities in administering the grant, and the College resources available to assist the PI in award implementation. During the meeting, the post-award grants administrator will guide the PI in the various aspects of award management, including, where applicable, implementing the program, establishing and managing the grant account, hiring staff (including student assistants), procuring goods and services, and reporting to the sponsor agency.

At the time of scheduling, the post-award grants administrator will advise the PI of all necessary information to gather in preparation for the AIM meeting, which may include the PeopleSoft chartfield numbers for any cost share committed to the project, where applicable, and any other pertinent documents.

The AIM meeting is also attended by OGSR staff to ensure a smooth transition from pre- to post-award. The PI may also invite to the AIM meeting any other key personnel who will be instrumental in the administrative and financial aspects of the grant.

Grant Budget Set-Up

The grant budget is usually finalized and confirmed at the AIM meeting. Once the post-award grants team in the Office of Finance and Business Services (OFBS) has all of the necessary supporting award information, the post-award grants administrator will establish the grant budget in the College’s PeopleSoft financial system.

B. MANAGING YOUR GRANT

Managing a grant requires reliable information and careful coordination and cooperation between and among the PI, the post-award grants administrator, the funding source, and OGSR. Any failure to adhere to applicable rules and regulations could result in the termination of the award by the funding agency or in disallowed expenses (requiring the College to assume financial responsibility for the disallowed funds), so good grant management is essential.

The PI is responsible for ensuring that the work of the project is carried out as proposed, and agreed upon, and that the funds are expended in accordance with sponsor requirements, College policies and procedures, and federal and state laws. OFBS supports the PI in carrying out those responsibilities by providing guidance and support throughout the term of the grant. Additionally, OFBS establishes accounts for awarded proposals, reviews and approves grant expenditures, monitors program implementation timeline, prepares required fiscal reports, and, officially closes out accounts or awards at the end of the project period.

Overview of Post-Award Responsibilities of the Principal Investigator

The PI serves as the primary individual responsible for the integrity and fiscal and administrative management throughout the period of the award. The PI's specific responsibilities include:

- Being aware of, and adhering to, all sponsor-imposed terms and conditions, as well as College policies and procedures related to administering sponsored agreements. (This includes all relevant government and College regulations regarding the use of human and animal subjects, biohazards and bio-safety, occupational health and safety, conflicts of interest, and purchasing.)
- Supervising project personnel including, where applicable, co-investigators, project administrative staff, and students working on the grant.
- Managing and controlling project funds in a prudent manner and expending funds in accordance with the restrictions imposed by the award terms and conditions and College policy. Funds should only be expended to directly support the project effort, and expenditures should not exceed the total amount of funds awarded. Deficits and disallowances incurred against a grant award account/fund are the responsibility of the principal investigator.

- Submitting technical/programmatic progress reports in a timely fashion to the sponsor as required by the terms and conditions of the award.
- Obtaining prior approvals from the sponsor, or working with the post-award grants administrator in OFBS to request prior approval from the sponsor prior for post-award changes relating to the conduct or scope of the work, and/or the budget (e.g., change in the planned use of funds).

While responsibility for certain day-to-day management of the project finances may be delegated to administrative or other staff, accountability for compliance with the sponsor requirements and College policy ultimately rests with the PI. Repeated failure to carry out the responsibilities incumbent upon a PI or repeated failure to comply with sponsor regulations may result in non-payment of College invoices. Ultimately, this could jeopardize future funding to the PI, as well as to the College as a whole.

Overview of Post-Award Responsibilities of the Office of the Treasurer

OFBS is primarily responsible for setting up awards in the College's financial system (PeopleSoft), billing, and cash collection throughout the life of the project, coordinating the effort reporting process, and preparing financial reports to the sponsor agency (primarily at the close out of the award). Specific responsibilities of the post-award grants administrator include:

- Setting up all new sponsored research awards (and the related cost share or matching account, if applicable) in PeopleSoft, and ensuring that the award's budget in PeopleSoft reflects the terms of the sponsor-approved budget.
- Communicating with principal investigators to keep them apprised of the project's financial business developments and assist them in the administration of awards.
- Reviewing project expenditures including overhead charges on a regular and timely basis, usually at least once a month. Ensuring the accuracy of overhead charges.
- Reconciling project ledgers on a timely basis and reviewing project financial transactions with the PI.
- Reviewing ledgers for unallowable costs posted to the award's chartfield throughout the project period and promptly transferring any unallowable charges to an appropriate chartfield outside of the award.
- Addressing with the PI any questionable charges and, if needed, assisting the PI in preparing an appropriate cost transfer request.

- Ensuring that the PI has approved all appropriate transactions (e.g., cost transfers or expenditure reclassification).
- Ensuring that effort reports are completed on time and certified by the appropriate official with first-hand knowledge of the work performed.
- Billing sponsor agencies in accordance with the award invoicing terms and preparing drawdowns schedules throughout the life of the award.
- Managing accounts receivable to assure data integrity and applying check payments and wire transfer of funds accurately to outstanding accounts receivable.
- Coordinating the financial close-out of the award and performing post audit reviews on award transactions, prepare final reports to the agency and inactivating the grant fund in the financial system.

Recordkeeping Basics

The PI is encouraged to establish a systematic record-keeping system for the project. These records should be reconciled periodically (monthly, recommended) with the College's Blackboard (BB) system. The following information should be maintained for each award during the life of the project:

Award Documents

This includes the grant or contract documents from the sponsor which specify requirements such as start and end dates of the project, any special requirements, deliverables, and how any balance remaining at the end of the project is to be handled.

Communications

Correspondence among offices at the College, the sponsor, and other parties (such as a sub-award recipient) that relate to the award.

Expenditure Documentation

Documentation of expenditures charged to the project that demonstrates that expenditures have been authorized by the PI and that the expenditures are allowable, allocable, and reasonable, in accordance with the allowability criteria as defined in the Code of Federal Regulations (CFR): 2 CFR Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (§200.403, §200.404, and §200.405). It is critical that documentation for any unusual expenditure be maintained in the event of an audit.

Financial Accounting

Financial accounting is the documentation of spending patterns and commitments to monitor over or under spending.

TCNJ is responsible for retaining documentation of all expenditures incurred on its accounting system, in accordance with Internal Revenue Service (IRS) and other federal regulations. Multiple-year awards require that records for all years be retained until after project completion and audit.

The College is also required to maintain official records for a period of seven years following final payment by the sponsor, until the federal direct cost audit is completed for the fiscal year in which the project expires, or for three years after submission of a final report. Principal investigators (PIs) may be called upon to provide additional or missing supporting documentation requested by auditors.

C. SPENDING GRANT FUNDS

Monitoring Your Grant Budget

The PeopleSoft system allows for grant budget reports (summary and detail activity) to be made available to campus users via the [College's Blackboard \(BB\) system](#). Reports are updated on a nightly basis and accessible from off campus using a secure login. Once the grant account is set up, the PI should regularly review the status of the account.

Major Categories of Expenditure

This section provides an overview of procedures for expending grant funds (e.g., hiring and/or payment to grant personnel; purchasing equipment, supplies and other items; submitting travel and travel reimbursement requests; and setting up and monitoring subawards.

Most procedures to expend grant funds are similar to those followed for expending College funds. However, it is important to review this section for those instances where the procedures differ. For complete information regarding these expenditures, click on the links provided, where applicable, in each major category below.

Personnel/Compensation

Any payment for work done by a student or employee of TCNJ, including part-time staff and faculty and adjunct faculty, must be processed through the Payroll office, and not through Accounts Payable. (See the "[Payments to Individuals & Employees](#)" web page.)

Faculty Summer Salary

Summer salary for faculty is generally calculated at 10 percent per month of work, based on the salary from the preceding year. The actual amount paid in a particular grant cannot exceed the amount indicated on the grant agreement budget. Payment is spread over the summer months. The [Supplemental Payroll Authorization Form](#) must be completed and sent to the Office of Finance and Business Services for payment authorization.

New Grant Hires

Short-term, grant-funded new hires require a completed form Grant Position Request form. Once the candidate has been selected, the Authorization for Employment form can then be completed. See [Grant Recruitment Forms](#) on the TCNJ Office of Human Resources website.

Hourly Student Workers

All student worker positions must be posted in order to be filled. An advance request must be sent to Career Center for student employees/research assistants who will be paid more than the standard student pay rate. See the TCNJ [Career Center's Student Employment website](#) for guidelines and policies.

Student Stipends

Student stipend payments are processed through the Payroll office; therefore, a W2 will be mailed to the student at the end of the calendar year. Depending on the student's tax status, the stipend payment may be taxable.

Graduate Assistantships

The following rates below apply for graduate assistant tuition waivers for FY18, FY19, and FY20. (Rates are updated annually, with a 5% annual increase for 1 course and 2 course rates.)

FY18 Grad Assistant Rates for Academic Year

10 hours per week of work = 1 course/semester = \$2,800.17
15 hours per week of work = flat \$5,000/semester
20 hours per week of work = 2 courses/semester = \$5,589.84

FY19 Grad Assistant Rates for Academic Year

10 hours per week of work = 1 course/semester = \$2,940.18
15 hours per week of work = flat \$5,000/semester
20 hours per week of work = 2 courses/semester = \$5,869.34

FY20 Grad Assistant Rates for Academic Year

10 hours per week of work = 1 course/semester = \$3,087.19
15 hours per week of work = flat \$5,000/semester
20 hours per week of work = 2 courses/semester = \$6,162.81

For information on the graduate assistantship application process, visit the [TCNJ Graduate Studies website](#).

Participant Support Costs

Participant support costs may include expenses related to travel, supplies, food, housing, etc. These costs must be budgeted in the proposal, and supporting documentation is required for expenditures to be approved.

Reimbursement is provided to participants in accordance with TCNJ's normal policies and procedures for reimbursement and travel. For travel procedure details, review the [TCNJ Travel website](#), and see also [TCNJ Guidelines for Entertainment, Meals, and Refreshments](#).

Consultants and Honoraria

To pay consultants and honoraria from a grant:

- **Consultants:** For consultants working on your grant, the "[Independent Contractor Request \(ICR\) Form](#)" must be completed. The form is also used to determine the status of the individual as an independent contractor or as an employee of TCNJ.
- **Honoraria:** The [ICR Short Form](#) must be used to determine if an individual can be paid as a guest speaker, guest lecturer, guest performer, or guest artist.

All travel expenses must be included in the payment to the consultant/honoraria.

Grant Travel

Before traveling, review the grant proposal and award to confirm that travel (its purpose and location) is approved by the sponsor. The process for seeking reimbursement of travel expenses related to a grant follows essentially the same procedures as those for non-grant travel:

- Complete Online Travel Request Form.
- After travel, complete the online travel Expense Reimbursement Forms and submit appropriate receipts.

For travel procedure details, review the TCNJ [Travel](#) website, and see also [TCNJ Guidelines for Entertainment, Meals, and Refreshments](#). For assistance with the travel system, see the [Travel Tutorial](#).

Equipment

Any equipment that has not been specifically included in the proposal budget must have prior written approval from the sponsor. Requests for such equipment should be submitted to post-award grants administrator for negotiation with the sponsor.

Once approval is obtained and the item of equipment has been purchased and received at the College, the PI and his/her department assume the responsibility for the care and maintenance of the equipment. TCNJ tracks each item and OGSR must be informed of any changes which may occur in the use, condition, or location of the equipment.

Ownership of equipment is determined by the sponsor's requirements as stated in the award document. Frequently, the College receives title to the equipment but has certain restrictions on the use and disposition of the item extending for as much as a full year beyond termination or conclusion of the sponsored activity.

See [TCNJ Policy X.3.9, Grant Funded Support](#) (technology and technical services).

Office Supplies

Most office supplies can be ordered through the NJ State contract with Staples. To request Staples account, go to the [Staples Business Supplies Advantage](#) web page on the OFBS website.

Procurement Process

All goods and services should be procured through the TCNJ's Purchasing Department, regardless of funding source. Depending upon the nature and cost of the item, the PI will use one of these purchase methods: NJ State contract procurement, credit card, quick payment form, or agency purchase order form.

All orders for supplies and equipment should be placed well in advance (i.e., 60-90 days) of the grant expiration date to ensure delivery and use during the grant period.

See the Purchasing Guidelines on the Office of Finance and Business Services office website for all TCNJ procurement regulations. See also the Special Considerations section of the Purchasing Department website.

Procurement Card (P-Card)

The Procurement Card (P-Card), with a visa logo, functions like a credit card, and is an alternative to processing an invoice with a check request form. The card was established to provide a more efficient and cost-effective method for purchasing and paying for small dollar transactions, as well as high-volume and repetitive purchases. The procurement card is to be used for the procurement of supplies and services. The total amount of a transaction may not exceed the single purchase limit of \$2,500.

The P-Card is a privilege granted to the department's faculty and staff and must be used in a responsible and appropriate manner. Periodic audits of the card custodian's transaction file and monthly summaries will be conducted by the Office of Finance and Business Services.

For information on how to request a P-Card general terms and conditions of use, etc., visit the Office of Finance and Business Services office [P-Card website](#).

Sales and Use Taxes

TCNJ is exempt from sales tax on items purchased in the state. A tax exempt certificate can be obtained from the Office of Finance and Business Services office. Present the tax exempt certificate when making purchases.

Payment/Invoice Processing

All grant invoices must be approved by the PI. The PI should verify that the expenditure is in accordance with the approved grant budget. The original invoice for payment for each expenditure must be accompanied by a [Check Request Form](#).

D. REPORTING

Effort Reporting

Colleges and universities are required to maintain an acceptable effort reporting system that ensures that individuals paid from federally sponsored programs reasonably certify the portion of the total effort expended in support of each project. TCNJ's policy requires that all individuals who work on all sponsored programs certify their effort.

- Effort reports are to be completed using reasonable estimates of actual effort, not payroll distributions. At TCNJ, payroll distributions are used to provide an initial estimate of effort. Effort reports are then confirmed by certifying the next time a change in effort occurs, or the reports are certified at least annually if no change occurs. Certification of effort means that the person performing the effort has reviewed his/her salary distribution and confirms that is correct. If it is not, then the distribution must be adjusted to reflect how the effort was performed.
- Effort certification must include all college compensated activities.
- Effort reported must total 100 percent, regardless of the number of hours worked or the appointment status of the individual.

Normally, effort is certified by the individual performing the effort. However, in the absence of this person, effort must be certified by his/her supervisor.

Progress Reporting

Once TCNJ has entered into an agreement with a sponsor, it is TCNJ's responsibility to comply with all reporting requirements of that agreement. Funding agency reporting requirements are normally included in the award document and are confirmed at the AIM meeting. Financial reports are completed by the Office of Finance and Business Services and reviewed by the PI. Technical/programmatic reports are completed and submitted by the PI, with an electronic or a paper copy sent to OGSR.

Program/Progress/Technical Reports

- Sponsored programs usually require final (and sometimes interim or annual) programmatic/technical reports from the PI. Interim and annual reports document the progress to date on a given project. The final report usually includes a detailed description of the work performed, progress made, suggestions for future areas of

study or involvement, and any related publications that resulted from the sponsored activity. Most sponsoring agencies have specific guidelines for the preparation and submission of reports. Reporting requirement details, found in the award terms and conditions, are discussed with the PI at the AIM meeting.

- Failure to submit the final programmatic/technical report in a timely manner may jeopardize subsequent funding and release of cash to the College.

Financial Reports

A good financial report is simply an accurate, detailed itemization of every expenditure made for the project. Draft interim and/or final financial reports for grants and contracts are prepared by the post-award grants administrator and sent to the PI for the necessary corrections and approvals. Once the draft report is approved and returned to the post-award grants administrator, the final interim report is prepared, authorized on behalf of the College, and mailed to the sponsor. These reports are audited every year through the College's regular auditing process, and can be audited by the external funding agency at their discretion.

E. MODIFYING A GRANT AWARD

Occasionally, modification of an award in terms of project scope or budget is necessary. Such modifications or amendments require prior approval from the funding agency, and each agency has specific requirements for obtaining approval. Consult the award documentation for details. Proposed changes in project scope or budget must be initiated through the Office of Grants and Sponsored Research, and processed through the Office of Finance and Business Services.

On rare occasions, the work of a project will need to be extended beyond the project period. In such cases, it is possible to request a no-cost extension from the sponsor. Requests for no-cost extensions should be made to OGSR at least 90 days before the end of the period of performance of the grant, or as otherwise directed by the funder. The request should include the name of the PI, project title, chartfield number, project dates, and a clear and concise rationale for the need for the extension. If authorized by OGSR, the extension number will be requested from the sponsor.

F. MONITORING SUBAWARDS

The College is responsible for the programmatic and financial monitoring of its sponsored research award subrecipients. The Office of Finance & Business Services, specifically, has responsibility for ensuring that the College's subaward recipient monitoring policies are compliant with applicable federal regulations.

- PIs have primary responsibility for monitoring subaward recipients to ensure compliance with federal regulations. This includes receipt and review of technical performance reports.
- Departmental administrators have responsibility for assisting PIs by reviewing subaward recipient invoices and analyzing the appropriateness of the expenditures. This includes the routine comparison of actual expenses to the approved subaward recipient budget.

Modifications to Subawards

A subaward may be modified at any time within the period of performance. Modifications can extend the period of performance, increase the amount, append additional tasks to the scope of work, or modify other terms and conditions as appropriate.

To initiate the modification process, the PI sends a written modification request to OGSR detailing the type of modification requested and providing the rationale for such. Relevant attachments such as a new scope of work or new budget must be forwarded to OGSR along with the request to modify the subaward. OGSR will prepare the subaward modification document and obtain appropriate signatures for processing.

G. SPENDING AND MONITORING COST SHARE FUNDS

Cost Share Budget Establishment

Mandatory or voluntary committed cost sharing that is included in a funded sponsored program proposal is a binding commitment of the College upon either formal acceptance of the award document or expenditure of funds if no formal acceptance is required. This commitment creates the requirement for each department to track all cost sharing. If cost sharing is part of the grant project, it must be documented in College's general ledger.

As such, in addition to the grant budget, the post-award grants administrator will establish a separate budget for each grant that has a cost sharing requirement. The funds for this cost share budget will be taken from the sources identified by the PI during the proposal development process, and confirmed during the AIM meeting. The PI will be given access to the Blackboard system for all cost sharing departments.

Spending and Monitoring Cost Share Funds

Generally, all guidelines that apply to the expenditure and monitoring of grant funds also apply to the spending of cost share funds. The PI is responsible for monitoring these cost share accounts to ensure that expenditures are posted accurately and timely.

The PI will be responsible for authorizing the reallocation of budgets from his/her operating budgets (College-funded cost centers) to the cost sharing department.

For grants that cross fiscal years, the unexpended budget balance and open purchase orders in cost share department are reviewed by the PI and post-award grants administrator. The Office of the Treasurer approves unexpended balances, where appropriate, for carry forward to the new fiscal year.

Documentation of Cost Sharing

As noted previously, the PI is responsible for documenting the matching or cost sharing commitment for the project or coordinating such documentation during the project period through his/her department chair.

The portion of a cost sharing commitment representing personnel costs must be documented in the time and effort report analysis in order to qualify as cost sharing. This analysis is after-the-fact certification of time and effort that should reasonably reflect the activity of that individual.

Non-personnel costs used for cost sharing or matching must be documented and charged to the appropriate account codes.

H. CLOSING OUT YOUR GRANT

When sponsored projects end, certain administrative actions are required to ensure an orderly close-out. The Office of Finance & Business Services must develop and maintain a close-out checklist for each grant. The requirements for close-out vary by sponsor. The following are necessary for most projects:

- Final Technical/Program Report
- Final Financial Report

At least 90 days prior to the expiration of the grant period, the PI and post-award grants administrator should review the project's financial status. All necessary adjustments (e.g., journal entries, reallocations) should be made during the course of the budget period and must be made before the end of the budget period. Important considerations include:

- Ensuring completeness, accuracy, and allowability of all direct costs before the close of the budget period.
- Planning for updates to payroll and procurement to ensure a smooth transition of financial activities to a new center number or funding source during the closeout phase.
- It is critical that expenditures are reviewed by the PI and grants administrator throughout the life of the project to avoid adjustments which add costs to the project. Such adjustments are subject to special audit scrutiny.

The closing of awards begins 30 days after the grant expiration date. OFBS will freeze the account, which prevents further expenses from being charged. The grant project file is officially closed when all reports (performance/technical and financial) have been submitted and copies are on file in OGSR/OFBS.

All supplies, services, and equipment must be received and used during the project period. Items received after the award period cannot be of benefit to the project, and auditors routinely disallow charges for such items even if they were legitimate charges at the time the order was placed. If you need additional time to complete reports or to acquire supplies, contact OGSR to inquire about a no-cost extension or to make other arrangements.

Deficits

Deficits (overdrafts) on sponsored programs and budget disallowances are the responsibility of the project director. The project director is responsible for finding a suitable source of funding to cover the deficit whether it is from other funds available to the project director, or from the department, school/responsibility center.

Departments are only permitted to spend up to the authorized award amount as stipulated in the grant or contract during the award period. Departments exceeding the authorized spending amount will be liable for all excess spending amounts. Failure to comply with the terms of the grant or contract may result in the grant or contract being temporarily terminated and the project closed.

I. GRANT UNIT POLICIES (LINKS)

[Allowable Costs](#)

[Compensation](#)

[Cost Sharing](#)

[Direct Charging](#)

[Cost Transfer](#)

[Subrecipient Monitoring](#)

[Effort Verification](#)

[Procurement](#)

[Grant Funded Support](#) (for technology and technical services)

J. GLOSSARY OF KEY TERMS

Buyout: See “*Course Buyout.*”

Committed Effort: The amount of effort proposed in a grant or other project application that is accepted by a sponsor, regardless of whether salary support is requested for the effort.

Cost Sharing: A portion of total project or program costs related to a sponsored agreement that is contributed to a sponsored project or program by an entity other than the primary sponsor and usually consists of the mandatory or voluntary commitment of institutional resources contained in a proposal or award. *For both mandatory and voluntary committed cost sharing, when a notice of grant award is received in which cost sharing is proposed, the cost sharing becomes a binding commitment that must be provided and tracked across each department. Additionally, these forms of cost sharing must be included in the appropriate direct cost base in the facilities and administrative (F&A) rate proposal.* The concept of matching is synonymous with cost sharing. *This Guidance only pertains to cost sharing as it relates to time commitments made by individuals listed in a proposal or award.* There are various types of cost sharing; these include:

- **Mandatory Committed Cost Sharing** is required by the sponsor as a condition of obtaining an award. It must be included in the contract or grant proposal to receive consideration from the sponsor.
- **Salary-cap Cost Sharing** results when an individual's institutional base salary exceeds a sponsor's salary cap. The prorated excess is a form of mandatory cost sharing that must be funded by an appropriate and allowable source.
- **Voluntary Committed Cost Sharing** represents effort proposed that was not required by the sponsor and that is in excess of effort paid by the sponsor and/or mandatory cost sharing.
- **Voluntary Uncommitted Cost Sharing** represents effort that may benefit a project but was not committed in the proposal or award.

Cost Transfers: A cost transfer is the reassignment of an expense (labor or non-labor) to or from a sponsored project after the expense was initially charged to another sponsored project or non-sponsored project. A cost transfer is an after-the-fact reallocation of the cost associated with a transaction from one account to another. A cost transfer is any transfer of expenditures to a sponsored project via a journal entry or a personnel action form. Although it is preferable to charge costs to the correct account when they are incurred, cost transfers are, on occasion, necessary. To be allowable, cost transfers must be timely, fully documented, conforming to the grant agreement and have appropriate authorizing signatures.

Course Buyout: See "Reassigned Time."

Effort: The amount of time spent on any activity expressed as a percentage of total institutional activities for which an individual is compensated by the College.

Effort Certification: A process of verifying a principal investigator's or employee's allocation of time to various activities for which they receive compensation from the college. In relation to sponsored projects, it represents those procedures used to document and verify effort supported or paid by the sponsor. Effort reporting also extends to effort expended in support of a project (but not paid by the sponsor). It does not include commitment to external activities such as consulting or activities associated with non-TCNJ professional committees.

- **Primary Individual:** A person listed as principal investigator, project director, co-investigator, co-project director, or those with comparable responsibilities on a sponsored project application. A primary individual typically, but not always, carries an academic (i.e., faculty) appointment.

- **Supporting Individual:** An employee other than a primary individual who has expended effort on a sponsored project. The supporting individual may or may not have been identified on the funded application and typically does not have committed effort greater than the amount paid on a specific sponsored project.

Honorarium: a small payment to a guest speaker, visiting scholars or other individual invited to provide a unique service to the College.

No Cost Extension: extension on the project period without additional funding from the awarding agency to cover the extended time period. Gives the principal investigator additional time to complete the scope and objectives of the project without additional funds being provided by the sponsor. During a no cost extension, the funding agency expects that effort will be commensurate with the previous budget period.

Reassigned Time: time and effort for an employee is temporarily reassigned from normal duties to other approved assignments such as, for faculty, research or administrative duties.

Reallocation (of Funds): the reclassification of charges between Account Codes within an individual award budget.

Project Period: the total time approved by the funding agency for a supported project, including any extensions approved by the institution or the funding agency. The project period consists of one or more budget periods which are usually 12 months each.

Stipend: payment made to an individual to provide for the individual's living expenses during the period of training or education as part of the grant. A stipend is not for services rendered; it is not salary or wage, subject to income tax withholding or FICA/Medicare taxes, although the value of a stipend may be taxable as income.

Subcontract, Subgrant, Subaward: financial agreements to acquire specific services or goods from a partner or vendor for the program; only allowed under select programs and subject to strict regulation. A subaward is for the purpose of carrying out a portion of a sponsored project and creates an assistance relationship between the College and the subrecipient. See "Subcontractor, subrecipient, subawardee."

Subcontractor, Subrecipient, Subawardee: Characteristics that support the classification of the non-federal entity as a subrecipient include when the non-federal entity:

- determines who is eligible to receive what assistance (if applicable to the sponsored project);

- has its performance measured in relation to whether objectives of a program were met;
- has responsibility for programmatic decision making;
- is responsible for adherence to applicable Federal or other program requirements specified in the award; and
- uses the funds, in accordance with its agreement, to carry out a program for a public purpose specified in authorizing statute, as opposed to providing goods and services for the benefit of the pass-through entity.