Greetings from SPA/OSP/CGA!

Updates from SPA/OSP/CGA*:

Welcome to the Spring SPA News. In addition to the many articles full of tips and updates, I want to share some new developments with you.

Research Administration (RA) System, Kuali Coeus (KC): MSU will be going live with the proposal and conflict of interest modules of KC April 24, 2017. An article with additional information on the implementation is included in this issue, but here I would like to recognize by group, the many people that were involved in the project. My appreciation and thanks to:

- The RA Project Team that led the efforts and worked on the project full-time,
- The collegiate and departmental representatives that participated in solution-oriented sessions as part of RASIC** and the sub-group that were also involved in training,
- The faculty and administrators that participated in the Pilot to test the system,
- The SPA/OSP/CGA, Business-CONNECT and Conflict of Interest Office staff that teamed with the RA Project Team to support development, data conversion, business determinations, and creation of resources and training efforts,
- The many central offices that provided resources, particularly the Controller’s Office, Office of Planning and Budget, and Information Technology Services,
- The many committees that were actively engaged and provided input, and
- The RA Executive Committee that provided direction and oversight to the project.

Changes in CGA: After almost four decades with MSU, CGA Director Dan Evon, has announced his decision to retire effective July 3, 2017. I want to thank Dan for his dedication, his many years of leadership and service and the valuable contributions he has made to MSU. We wish Dan the very best in retirement.

Through an open and national search process, I am happy to announce that Evonne Pedawi has accepted the position of CGA Director. She will officially assume the role July 5 after Dan’s retirement. Evonne is a MSU graduate with dual degrees in Mathematics and Chemical Engineering. She began her MSU career in CGA 12 years ago, progressively taking on more responsibility including seven years as the CGA Assistant Director. Evonne will pursue the new assignment with strong leadership and a commitment to quality and to MSU. I look forward to working with her. The recruitment for the new CGA Assistant Director is expected to begin the end of April.

Office Values: As part of our strategic planning process and with input from the staff and the MSU core values, we recently developed our SPA/OSP/CGA* values: Quality, Fairness, Integrity, Respect, Service, and Teamwork, i.e., the tagline is “Quality FIRST”. These values will be the framework for what we do and the bedrock of our Newsletters.

For suggestions for future content or feedback on this issue, please contact Jennifer Lafferty, stumph1@osp.msu.edu or me, reighley@osp.msu.edu. Authors or contact information have been included in each article for topic-specific questions. Thank you for spending a few minutes to review the Newsletter.

Twila Fisher Reighley, Assistant Vice President for Research and Graduate Studies

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*Sponsored Programs Administration (SPA)/Office of Sponsored Programs (OSP)/Contract and Grant Administration (CGA)
**Research Administration System Implementation Committee (RASIC)
The Research Administration System, Kuali Coeus or KC, goes live on April 24th, 2017. This deployment will provide MSU faculty and administrative staff with access to the system’s proposal development and conflict of interest modules. MSU’s research community will benefit from improved information management throughout the complex life-cycle of proposal development and submission, award administration, and compliance.

How will faculty and department/college administrators access KC?
KC is accessible through the EBS portal and the Sponsored Programs Administration website, and will require two-factor authentication.

What educational opportunities are available to learn KC?
Instructor-led and eLearning courses:
Instructor-led courses in proposal and budget development will continue to be offered through 20 April 2017. In addition, proposal and budget development eLearning courses are available through D2L. For additional information, including course descriptions and registration instructions, please visit the Research Administration (RA) Project User Education webpage.

Kuali Coeus demonstrations:
A proposal development video demonstration is available at the RA Project Demonstration webpage. Budget development, reviewing and approving proposals, and COI video demonstrations will be available soon. In addition, if you are interested in having a live demonstration in your unit, please email the KC help desk at kchelpdesk@msu.edu.

Support materials:
Support materials including job aids, videos, and user manuals are available on the RA Project Support Materials webpage.

Who do I contact with questions?
For more information about the Research Administration System (Kuali Coeus) deployment, please visit the Research Administration Project website.

For assistance with the new system, please contact the KC Help Desk:
• 517-355-2000
• kchelpdesk@msu.edu
Updates on International Sponsored Awards

Tools & Resources by Twila Reighley & Katie Winkler, SPA

In Phase 1, the International Sponsored Awards Workgroup (ISAW) provided input to the development of a webpage focused on international sponsored awards. A snapshot of the homepage is shown on the right side of this page. A description of the process and resources is at: Fall 2016 Newsletter

ISAW started Phase 2 in the Fall 2016 and is supporting great progress on creating more tools and resources. Some have been identified below:

- **Global Research Administrator Network and Development (GRAND) Forum** – In December 2016, SPA/OSP/CGA hosted the first GRAND Forum for those who are supporting or who are interested in supporting international sponsored projects to learn and collaborate. The next GRAND Forum is scheduled for May 9, 2017. You can register [here](#).
- **Subaward Videos** – with department/college input, several OSP and SPA members have created videos to assist subawardees with pre-award activities. Please see the article in this issue of the SPA Newsletter for links to the videos! We anticipate that there will be six videos published by June 2017 and three more by Fall 2017.
- **Subaward Processing Data** – OSP drafts and executes subaward documents for agencies that do not participate with the Federal Demonstration Partnership (FDP) model agreement, which applies to the majority of international subawards. To further explore how to best decrease the amount of time it takes to write and negotiate a subaward, we analyzed international subaward processing time in OSP. For the year ending September 2016, OSP processed over 160 new international subawards and modifications with an average processing time for signed agreement in OSP of 9 calendar days and overall processing time including others (subawardee, department/unit, PI, or with other offices) of 32 calendar days. The data suggests that there may be opportunities outside of OSP to improve processing time and we will consider options further.
- **How to Pay for International Activities** – the Controller’s Office developed with input and support from SPA, CGA, and ISAW a table to show methods of payment available at MSU for international activities payments. The tables on the Accounting Office webpage includes information for “Payroll, Purchasing, Services and Travel”, “Direct Deposit” for employee salaries and employee expense reimbursement, “MSU Check and Foreign Currency Draft”, and “Wire Transfer.”
- **Budgeting for Project Manager** – new guidance has been included in our Budgeting Preparation Considerations section of the international webpage: For medium to large projects, budgeting for a Project Manager is encouraged to leverage the faculty members’ time and increase resource management which could include managing budgets, personnel, other resources, and subawardees, monitoring and complying with performance schedules and completing reports, plus understanding a myriad of systems.
- **Subrecipient Expenditure Invoice Template** for standard subrecipients. To maintain consistency, MSU is using the template created by the Federal Demonstration Partnership. The templates are updated annually and revised versions are posted if changes warranted to address Federal requirements.

Phase 2 is expected to end May 2017. As a campus, we should continue to pursue opportunities to increase MSU’s capacity and improve processes to manage financial and contractual/grant obligations for international sponsored projects.

If you have any questions about ISAW or the webpage, please contact Katie Winkler (ashbau10@osp.msu.edu) or Twila Reighley (reighley@osp.msu.edu).

Updated OSP Budget Development Guidelines by Craig O’Neill, OSP

OSP has posted updates to our Budget Development Guidelines which provides guidance on the standard budget categories, budget justification, and Frequently Asked Questions. A summary of changes follows:

- **In case you missed it**, helpful information and tools for international projects can be found at the following link: https://osp.msu.edu/PL/Portal/DocumentViewer.aspx?cqr=sOBkAD0ANAAyADE
- **Update – Research Associate (i.e. postdoc) Salaries**: Per the memo issued by Provost Youatt on December 21, 2016, the minimum salary for research associates has been raised to $42,500 (AN) / $34,772 (AY) with the intent to raise all research associates salaries to $47,484 by July 2018. Therefore, all new proposals going forward are to budget at a minimum of $42,500 now and $47,484 by July 2018. Inflationary increases after July 2018 follows the standard 2-4% range.
- **New Clarification** – Intra-Institution of Higher Education (IHE) Consulting (also referred to as Overload) by faculty is assumed to be undertaken as part of their normal duties requiring no additional compensation to their Institutional Base Salary (IBS). However, in unusual cases where consultation is across departmental lines [different last 3 digits in the CUC code] or involves a separate or remote operation, and the work performed by the faculty member is in addition to his or her regular responsibilities, additional compensation above their IBS may be allowable with sponsor approval. The IHE consulting arrangements must be included in the Budget Justification, with the name of the individual receiving the IHE consulting payment specified. The IHE consulting rate should be budgeted at the faculty member's estimated hourly rate with 7.65% for fringe benefits.
- **New Clarification** – Institutional Review Board (IRB) fees are only budgeted on non-governmental sponsored projects. See MSU HRPP Manual for more detail.
- **NEW FAQ – Q: If an RFA indicates that the project could be funded by a different Federal agency (e.g. “an interagency partnership between NSF and USDA/NIFA”), what applicable F&A rate should be used? A: The full F&A rate should be used unless the RFA states otherwise. If considered for funding by another agency, normally the PI will be instructed by the agency to withdraw their original proposal and resubmit it in accordance with instructions provided by the applicable agencies’ Program Officer. This frequently happens with USDA/NIFA funding since their F&A reimbursement might be limited by legislation and the budget may need revision to be compliant.**
A Day in the Life of an OSP Research Administrator
by OSP Proposal Team 1

As a research administrator working on an OSP proposal team, this is not an uncommon question; nor is it an easy one to answer. No matter how carefully we structure our expected workloads or plan tomorrow’s to-do list, there are always curveballs that inject variety and surprises into our days. Fortunately, some variables are consistent: the importance of our relationships with departmental administrators, our commitment to customer service, a shared consternation at the "interesting" wording of submission system errors/warnings . . . the list goes on and on.

On a daily basis, we carefully review and assimilate the information contained in a wide variety of proposal solicitations, from federal agencies, nonprofits, and local/state government. [Continued on the top of Page 5]

Unit Research Administrator Spotlight Awards
by Twila Reighley, AVPRGS; Katie Winkler, SPA; Jenny Lafferty, SPA

MSU’s research administration offices of Sponsored Programs Administration (SPA), Office of Sponsored Programs (OSP), and Contract and Grant Administration (CGA) would like to encourage excellence and exemplary service modeled through The Spartan Experience by recognizing professional contributions and quality of service through the Research Administration (RA) Spotlight recognition.

We have completed the first award nomination and review process and received several nominations for strong applicants who exhibit qualities of a good research administrator, with commitment to quality, excellence, and exemplary service. The Recommendation Panel, which includes three faculty (from the Council of Research Deans and Sponsored Programs Advisory Committee) and two SPA/OSP/CGA staff, selected the two individuals below to receive this award. They were each recognized with a certificate of accomplishment, along with a gift and financial token of appreciation.

Judy Brown
Director
Office of Research Support
College of Natural Science

Judy has over 31 years of service at MSU, and is currently responsible for the day-to-day operations of the pre-award research office for the College of Natural Science, in addition to working as a pre-award administrator on proposals. She supervises a staff of three research administrators to provide assistance with grant proposal preparation for all faculty in departments associated the College of Natural Science.

What do you enjoy most about your job here? "I enjoy the variety…no proposal is the same. I learn new things almost every day. Research administration is a challenging field, with lots of information to keep in mind about every sponsor and different scenarios, but the notification of a successful submission (and, better yet, a notice of award) are incredibly satisfying. I also enjoy working with my staff, who are incredibly talented individuals and who really care about the end result."

What advice do you have for new research administrators? "Be organized! I think that is the biggest challenge that we have. There are so many details to remember for each sponsor, and it can easily get confusing when you have multiple proposals from different sponsors that you are working on. We have a number of checklists, examples, etc. that we use to help us stay organized. Another item that I can’t stress enough is to make sure that you read the solicitation thoroughly, even more than once. I have found it helpful to read it before I start working with a PI on preparing the budget, and then reading it again when we are ready to put the proposal together for submission. And, of course, don’t expect that you will know the job in six months’ time. It takes at least a year to go through an entire cycle of submissions before you will even begin to feel like you know what you are doing."

[Continued on the top of Page 5]
A Day in the Life of an OSP Research Administrator

We routinely decipher a myriad of acronyms, many of which stand for more than one thing. We review and help refine budgets for projects that range from just a few thousand dollars to many millions. We review proposal components such as research strategies and abstracts to ensure they are compliant, while often having no understanding of the scientific topics addressed. We ensure that all of the checkboxes are marked and required signatures obtained on subrecipient commitment forms, assurances, and other proposal documents.

Email is our constant companion, watching both our individual inboxes as well as the influx that comes to our team email addresses. Careful monitoring of calendars for looming deadlines is essential, checking and re-checking to ensure that proposals are submitted correctly and on time. We strive to document each step in the submission process, and save all pertinent correspondence and documents. We assist PIs in assembling and submitting Just in Time (JIT) information, with the hope that "MAYBE" will turn into "AWARDED"!

Proposal team members are experts at tying up all of those loose ends that happen between proposal submission and award agreements arriving—the After-the-Fact details, modifications to budgets that weren’t quite fully funded, and identifying the owner of the award when no specific information is provided in the award notice.

In every situation we learn from both successes and failures, knowing that we’ll have yet another opportunity to do it a little better next time. The external rewards can come in an MSU Pride Point email that highlights a researcher and the good works s/he is doing as a result of grant funding. We may hear about a funded outreach program on WKAR radio while driving to or from work, or while settling in to watch the local evening news and taking a bit of satisfaction in stories about how grant-funded MSU faculty and staff are making an impact in Flint and other communities. Often, the best reward is the call or note of thanks from a PI or colleague.

What do you enjoy most about your job here? "The people and assisting the faculty with their research, financial personnel and program needs. There are always new challenges and opportunities, especially working with research administration and international programs. It’s great to be a part of a team that helps support faculty research and seeing the contributions and results of their work. Our business office team includes a great group of staff who assist in meeting all of the demands and deadlines to get the job done!"

What advice do you have for new research administrators? "Develop a good team working relationship with the faculty and the Office of Sponsored Programs administrative staff. Be organized, detail oriented, flexible and anticipate what is needed by the researchers and Sponsored Programs in order to meet deadlines. Understand the demands on faculty time and be persistent in reminding them of action items, and take advantage of training opportunities and networking with other research administrators."

Thanks to both of them for playing an integral role in advancing MSU’s research mission and for leading by example! We greatly appreciate your dedication and hard work. Stay tuned for another chance to nominate your favorite research administrator for the next RA Spotlight Award this Fall! If you have any questions on this recognition program, please contact Katie Winkler at ashbau10@osp.msu.edu.

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Linda Gallagher
Business Manager
Department of Entomology
College of Agriculture and Natural Resources

Linda has over 30 years of service at MSU, and currently manages the business functions of the department, including financial, research administration, personnel and facilities.

What do you enjoy most about your job here? "The people and assisting the faculty with their research, financial personnel and program needs. There are always new challenges and opportunities, especially working with research administration and international programs. It’s great to be a part of a team that helps support faculty research and seeing the contributions and results of their work. Our business office team includes a great group of staff who assist in meeting all of the demands and deadlines to get the job done!"

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Tips: Completing the Subrecipient Commitment Form
by James Bliss & Adam Stone, OSP

MSU’s “Office of Sponsored Programs Subrecipient Commitment Form” (Form) is an effective tool for performing due diligence before executing a subaward. We have put together some tips for completing the form to help expedite your project’s subaward set-up.

*Please Note: Due to the FDP Expanded Clearinghouse initiative, we will soon issue a revised Subrecipient Commitment form. The information below will still be applicable.

Supplemental Pages are Important
If a Subrecipient’s budget includes a Fringe Benefit rate or Facilities and Administrative Cost (F&A) rate other than a federally negotiated rate or de minimis rate, it is important that the Subrecipient provides a description of the basis on which the rates were calculated. A well-written description can help expedite MSU’s determination of the allowability of the Fringe Benefit and F&A rates requested by the Subrecipient organization.

Don't Forget the FWA & AWA Numbers
When a Subrecipient’s work will involve Human Subjects, a Federal Wide Assurance (FWA) number is required. Through the FWA, an institution commits to the U.S. Department of Health and Human Services (HHS) that it will comply with the requirements in the HHS Protection of Human Subjects regulations at 45 CFR Part 46. If the Subrecipient organization does not yet have an FWA number, one may be obtained through the U.S. Department of Health & Human Services website. Likewise, when a Subrecipient’s work will involve the use of animals, a Public Health Service Animal Welfare Assurance (AWA) number is required. The AWA confirms that a Subrecipient has committed to complying with the U.S. Public Health Service Policy, with the Guide for the Care and Use of Laboratory Animals, and with the Animal Welfare Act and Regulations. If the Subrecipient organization does not yet have an AWA number please visit the National Institutes of Health website or call 1-301-496-7163 for information on how to obtain one.

DUNS Number
A DUNS number is a nine-digit number used to identify an organization. It is required by the U.S. Government for recipients (including subrecipients) of federal funding. If the Subrecipient organization does not have a DUNS number, it will need to register for one by visiting the Dun & Bradstreet (D&B) website or calling 1-866-705-5711. Registering is free and it only takes 1-2 business days to receive the number.

Fiscal Responsibility
The section Fiscal Responsibility includes a number of certifications regarding the Subrecipient’s financial system. It is important to indicate each of the certifications accurately. If any of the boxes in this section cannot be checked, you will need to provide an explanation in the comments section of the form.

If you have any questions about the Subrecipient Commitment Form or suggestions for how to improve it, please feel free to contact Adam Stone (stonead@osp.msu.edu) or James Bliss (blissjam@osp.msu.edu).

Subrecipient Monitoring by Kristy Smith, CGA & Diane Cox, OSP

The Office of Sponsored Programs (OSP) and Contract and Grant Administration (CGA) recently revised the Subrecipient Monitoring Policy which applies to all subawards issued on RC accounts. The full policy can be found at https://cga.msu.edu/PL/Portal/DocumentViewer.aspx?cga=aQBkAD0ANQAxADEA, and a summary is posted below.

Who do we monitor and who does the monitoring?
⇒ When MSU uses project funds to work with another entity (via a subaward), we are required to monitor the activities of that entity (called a subrecipient). The Subrecipient Monitoring Policy applies to all subawards issued on RC accounts, regardless of funding source (federal or non-federal), amount or award type (grant, contract, etc).
⇒ The Principal Investigator (PI) has oversight of all subrecipient activities including programmatic performance, while department administrators initiate payments and act as the liaison between the subrecipient and MSU’s central offices. OSP and/or CGA reviews subrecipient budgets, drafts and executes subaward documents, reviews subrecipient payment requests for compliance, interfaces with sponsor administrative contact if needed, and performs risk assessments and debarment checks.

What do we monitor?
⇒ MSU is responsible for monitoring all subrecipient activities related to a subaward. Programmatic activities are monitored by the PI with support from the department administrator. To monitor financial compliance, OSP/CGA typically evaluates each subrecipient annually. As part of that process, a risk assessment is completed based on a subrecipient’s financial stability and organizational information. OSP/CGA uses the risk assessment, as well as project specific information to draft subaward terms and conditions.

Why do we monitor?
⇒ The federal government requires MSU to monitor subrecipients to ensure that federal funds are being properly used when we act as a pass through entity. MSU extended the monitoring requirements to non-federal projects to support stewardship and maintain consistency.

When do we monitor?
⇒ Subrecipients are monitored throughout the life of the subaward. OSP/CGA uses the subrecipient’s risk assessment to establish the subaward terms and conditions and monitors financial compliance in collaboration with the PI as payments are processed and/or modifications are executed.

Where do we monitor?
⇒ Typically, MSU monitors subrecipients from the comfort of our campus. We utilize email and other forms of communication to obtain the necessary information, review compliance documents, and track the progress of subawards.
⇒ MSU may conduct site visits to review programmatic and/or financial compliance depending on the project and subaward.

Questions regarding subrecipient monitoring can be directed to Kristy Smith in CGA (smith@cga.msu.edu) or Diane Cox in OSP (coxd@osp.msu.edu).
Client Feedback Surveys  
by Erin Schlicher, SPA

SPA/OSP/CGA strives to provide excellent customer service in all stages of research administration, from proposal development to the final closeout of an award. Client surveys solicit feedback on our proposal, award, and post-award processes. In addition to the ratings responses, the surveys include an area for open ended comments to collect additional input. This feedback is useful to management in helping assess the level of client support and providing ideas and encouragement to improve services to the campus community.

Proposal Survey

From July 1, 2016 through March 31, 2017 we received a total of 723 unique survey responses (15% response rate) from individuals who worked with OSP on a proposal submission. Overall, 97% of the responses indicated satisfaction with OSP’s proposal submission process.

- 98% were helped in a timely manner
- 96% were provided with useful/accurate information
- 99% were treated courteously
- 97% were satisfied with the interaction

In addition to these survey responses, individuals who completed the survey wrote 332 comments, 92% of which were positive. The remaining comments indicated areas for improvement or offered suggestions for improving OSP services.

Proposal Survey Report

![Proposal Survey Report]

Audit Corner

by Dan Evon, CGA

It’s time to return to the basics, so let’s review how MSU can continue its long-standing track record of clean audits.

Do audits actually occur? Yes they occur and probably, more often than you might think. Last May I made a presentation about MSU sponsored program audits to the MSU Board of Trustees’, Audit Committee. The following data is from that presentation (with the addition of the 2015-16 data) and shows the number of external audits of MSU sponsored programs conducted each fiscal year:

<table>
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<th>Fiscal Year</th>
<th>FY 2012-13</th>
<th>FY 2013-14</th>
<th>FY 2014-15</th>
<th>FY 2015-16</th>
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<tr>
<td></td>
<td>42</td>
<td>46</td>
<td>30</td>
<td>23</td>
</tr>
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What is an audit, and are they all similar? Audits are a way for the sponsoring agency to verify that we are performing the project according to their regulations. Audits can be focused on performance (technical/scientific) issues, financial issues, or they can be specific investigations as a result of hotline or whistleblower calls.

What should you do if you learn that an agency plans to conduct an audit? Contact CGA immediately! Since we are involved in a lot of audits, we have developed responses to questions that will save you time, and we speak the official language of auditors, e.g., debits and credits, allowability, allocability, and reasonableness (oh my!)

Why is it important to have clean audits (without findings)?

- To avoid the financial impact of returning money to the federal government. In the Big Ten alone, a couple of substantial past audit settlements have resulted in paybacks of $5,500,000 and $32,000,000.
- To avoid negative publicity. Many of us view MSU as a reputation-based corporation, therefore, anything that reflects MSU in a negative light is to be avoided, whenever possible. From the PI’s perspective, why risk turning a scientifically successful project into a negative, due to accounting rules, not to mention the many hours spent on finding documentation and defending purchasing decisions that occurred years in the past? Record retention is generally 3 years from the date of final report, so records must be available for long periods of time.
- Finally, so that granting agencies have the confidence that awards to MSU will be performed according to the rules specified by the granting agency. While the overwhelming majority of sponsored project awards made to our PIs are based on the excellent science proposed, there are some projects that are so grand, that a critical evaluation factor is the ability of the institution to provide an internal-control structure, to ensure adherence to agency policies.

What do I need to know to successfully pass an audit? Click the icon for the full article:
Training & Education by Jenny Lafferty & Shannon Lutz
SPA Training Team

ERA Series Update

The Essentials of Research Administration (ERA) series provides on-campus training and certification for research administrators and other support staff who have responsibilities for research proposals, grants, contracts, pre- and post-award administration and related activity at Michigan State University. This series has been on-hold from the normal schedule due to the training and implementation of new KC Research Administration system. A limited number of classes will be available this Fall, including the five Core classes and three Electives identified below. Registration information will be distributed on the SPA/OSP/CGA listserv in the near future.

2017 Fall Schedule
Cores: 9/26, 10/3, 10/17, 10/24 & 11/7
Electives (limited options):
♦ November 14 - International Research
♦ November 28 - Departmental Post-Award Account Management
♦ December 12 - Hot Topics

Initial ERA certification is obtained by attending all 5 Cores and a minimum of 3 Electives (or equivalent) within a 2-year period. ERA certification is valid for two (2) years following the completion of the initial certification. In order to keep your certification active, you must complete three (3) ERA electives every 2 years after your initial certification period. You may also attend an approved conference or training program (local, regional or national) every 2 years. Please visit the SPROUT website at https://sprout.vprgs.msu.edu/training/ for more information, or contact Jennifer Lafferty, at stumpje1@osp.msu.edu.

*NEW* SPA Training Videos

SPA/OSP/CGA would like to announce another set of training videos to assist with proposal preparation and finalizing subawards on international research proposals. Several members from OSP’s Proposal and Contract Teams collaborated with the SPA Training Team to provide MSU campus and international partners additional resources to utilize during the proposal process.

The 4 new videos in our training library include:
♦ Lifecycle of the International Subaward Introduction
♦ Communications and Roles with International Subawards
♦ Budgeting Personnel on International Subawards
♦ Budgeting Consultants on International Subawards

Links to the videos can be accessed on the SPA website: https://osp.msu.edu/PL/Portal/TrainingVideos.aspx

The SPA Training Team plan to team with staff to continue to expand our training video library with various topics, to communicate the wealth of information that can be accessed by research faculty and administrators on sponsored projects. If you have questions or comments related to the videos, please contact Shannon Lutz (lutzsha1@osp.msu.edu) or Jennifer Lafferty (stumpje1@osp.msu.edu).