Time and Effort Reporting: What Is It and Why Is It Necessary?

The federal government requires an effort report when an individual is compensated by or has agreed to contribute time to a federally sponsored project. All WIU faculty and staff serving as principal investigators (PIs) or project directors (PDs) on sponsored agreements are personally responsible for certifying the amount of effort that they and their employees spend on sponsored activities.

The following is an overview of effort reporting, including an explanation of why such a process is necessary and the minimum requirements for the process.

What Is Time and Effort Reporting?
Effort is defined as the amount of time spent on a particular activity. It includes the time spent working on a sponsored project in which salary is directly charged or a cost-shared effort (also known as match). Individual effort is expressed as a percentage of the total amount of time spent on work-related activities (i.e., instruction, research, administration, clerical, etc.) for which the University compensates an individual. Effort reporting is the mandated method of certifying to the granting agencies that the effort charged or cost shared to each award has actually been completed.

What Is Contributed or Cost-Shared Effort?
Cost sharing represents that portion of the total project costs of a sponsored agreement that are not borne by the sponsor or sponsors of the project. These costs are borne by the University rather than by the sponsor. Since faculty, administrative, and clerical salaries at Western Illinois University are, for the most part, paid for by the individual’s department, cost sharing of effort represents a redirection of departmental resources from teaching or other departmental activities to support sponsored agreements.

Cost sharing can be required by the sponsor or volunteered by a PI or PD; regardless, any commitment of effort referenced in the project proposal or the award document must be honored, reported, and captured in an effort reporting system.

The Difference Between Effort Reporting and Payroll Distribution
Payroll distributions and effort reports are not the same thing. Payroll distributions are the distribution of an individual’s salary, while effort reports describe the allocation of an individual’s...
FY13 University Research Council Grant Recipients

Brian Locke, Music
“Jazz and Anti-Fascism in Interwar Prague: The Liberated Theatre’s Osel a stín (The Ass and His Shadow, 1933),” $1,893

Saisudha Mallur, Physics
“Enhancing the Fluorescence of Rare Earth Ions in Lead Borate Glasses Using Metal Nanoparticles,” $4,532

Sebastian Szyjka, Curriculum & Instruction/Special Education
“The Science Teaching Enhancement Pilot Project (STEPP),” $3,750

Bruce Walters, Art
“Exploring NASA: Projected Art Installations,” $5,000

University Research Council Members

Kathleen Neumann........................................................................................................Associate Provost and Academic Vice President; Chairperson of the URC
Randall Faust..................................................................................................................Music
Colin Harbke..................................................................................................................Psychology
Hoyet Hemphill...........................................................................................................Instructional Design and Technology
Redina Herman..............................................................................................................Geography
Jim Kenny......................................................................................................................Marketing and Finance
Jennifer McNabb.........................................................................................................History
Katharine Pawelko......................................................................................................Recreation, Park and Tourism Administration
Sumesh Philip...............................................................................................................Computer Science

The University Research Council Grants Competition is now done annually in the spring. The deadline for the competition will be April 9, 2013, at 4:30 PM. Watch for details in the Spring issue of The Source and on the OSP website.
actual time and effort spent for specific projects, whether or not they are reimbursed by the sponsor. Thus, effort reporting is separate from and can be independent of salary charges and is based on employment contracts that are valid during the reporting period.

Effort is not just a verification of the salary or payroll distribution. Cost-shared or contributed effort must be included in effort reports.

**Federal Requirements Regarding Effort Reporting**

The Office of Management and Budget’s (OMB) Circular A-21 “Cost Principles for Educational Institutions” is the federal government’s cost principles for colleges and universities. It defines what costs are allowable and allocable to federal grants and other “assistance” agreements.

OMB Circular A-21 (Section J.8) sets forth criteria for acceptable methods of charging salaries and wages to federally sponsored projects. A-21 requires a payroll distribution system that directly charges salaries to appropriate projects. In addition, Circular A-21 requires that institutions develop a mechanism to determine or confirm how individuals actually expend effort during a specified time period. These effort reports must be performed on a regular schedule and must be certified by individuals who have first-hand knowledge of 100% of the employee’s compensated activities. In most cases, that would be the employee or the employee’s direct supervisor.

**Risks of Not Complying with Circular A-21’s Effort Reporting Requirement**

In recent years, the federal government and its auditors have become much more active in their review of effort reporting requirements, and a number of universities have received large audit disallowances as a result. An effort reporting system must provide records on how individuals participating in federally funded sponsored agreements actually spend their time. Because the federal government mandates effort reporting, it is incumbent upon institutions that receive federal funding to maintain accurate and auditable systems and records. Documentation on how individuals spend time on federally sponsored projects is subject to federal audit and can be cause for institutional or individual disallowances.

**Institutional Disallowances Can Result If** . . .

- The effort report was certified by an individual other than the employee or someone who has “first-hand” knowledge of 100% of the employee’s time.
- The effort report does not encompass all of the activities performed by the employee under the terms of their employment.
- The levels of effort reported do not appear reasonable given the responsibilities of the individual.

**Individual Disallowances Can Result If . . .**

- The effort report certified by the individual is found to be falsified.
- The levels of effort reported do not appear reasonable.

As evidenced above, federal audit disallowances can result in serious financial penalties for institutions. In addition, criminal charges may be brought against an individual certifying to falsified effort. Current audit plans for federal auditors include effort reporting as a specific audit focus.

**Effort Reporting Procedure at WIU**

WIU has implemented the following time and effort certification procedure for state and federal contracts and grants. *Time and Effort Certification Reports* are generated three times a year (September 1 - December 31, January 1 - April 30, May 1 - August 31) for all employees paid from state and federal contracts or grants, including any mandatory cost-sharing accounts. The reports are sent to the PIs or PDs responsible for the accounts reflected on the reports.

The PIs or PDs or their approved designees must verify and sign the reports, certifying that the employees reflected on the reports actually performed the work on the indicated accounts and in the same percentage of time. Any corrections to effort should be reported immediately to the Office of Sponsored Projects.
Two New Faces in Office of Sponsored Projects

The Office of Sponsored Projects Welcomes . . .

New Director
Shannon Sutton

Shannon Sutton was named Director of the Office of Sponsored Projects July 1. She assumed the position following the departure of Beth Seaton, who earned and enjoyed a stellar reputation as Director.

Shannon served as the Grants and Contract Administrator in Business Services for 12 years, providing her with extensive external funding post-award administration experience. Since joining OSP, Shannon has had responsibility for the pre-award and compliance areas of the office as well as working closely with faculty and administration on externally sponsored projects. The transition has been aided by the very knowledgeable OSP staff. Shannon is actively involved with the National Council of University Research Administrators (NCURA) and currently serves on the Region IV Board of Directors as Treasurer.

Shannon grew up as an “Air Force brat” and lived in many places from Guam to Germany. She moved to Macomb in 1995 and has now lived here longer than any other place in her life. Shannon earned a Bachelor of Science in Business Administration from Colorado State University, an MBA with an emphasis in Accounting from the University of Denver, and has been a licensed Certified Public Accountant (CPA) since 1996. She lives in Macomb with her husband, Gary, and two sons, Blaine and Glenn. Her life outside of work includes sports, sports, more sports, volunteering, the YMCA Board of Directors, and traveling.

New Staff Member
Tracy Meredith

Tracy Meredith accepted the position of Staff Clerk and began working in our office on August 14, 2012. As the Staff Clerk, Tracy is responsible for the copying, mailing, and tracking of all proposals; maintaining the database of proposals and awards; making arrangements for workshops and seminars; administering URC awards; and performing all those other assignments that keep the office running efficiently.

Tracy came to us from Transportation Services at the Physical Plant where she started her career at Western Illinois University in October 2011 as a Chief Clerk. Prior to that, she was the Program Assistant at Prairie Hills Resource Conservation and Development for ten years. In that role, Tracy assisted with different aspects of grant research, grant writing, the small business loan program, conservation programs, the READY Bus literacy outreach program, the Prairie Land Conservancy program, bookkeeping, and financial reporting. Tracy also assists her husband, Matt, and son, James, with their Grain and Livestock Farming Operation in rural McDonough County.

Tracy was born and raised in Galesburg, and she graduated from Western Illinois University in May of 1999 with a Bachelor of Arts degree. She obtained her Real Estate License in the fall of 2001 and is sponsored by Farr Property Services in Adair, Illinois. Her hobbies include drawing, working with animals, raising cattle, and horseback riding.
Expenditures Flow Chart

Ever wonder who you should call when hiring personnel or what paperwork to complete when making purchases? This Expenditures Flow Chart should help answer some of those questions.

Project Director Authorizes Expense

All Documentation to Grants and Contract Administration (GACA)

- Hiring of Academic or Administrative Staff, Graduate Assistants, Civil Service Staff & Undergraduate Students
- Purchases under $1,500 should be submitted on a Direct Pay Authorization (DPA) form
- Purchases over $1,500 must be submitted on a Request for Purchase (RFP)
- Travel reimbursements are submitted on a Travel Voucher

Academic or Administrative Form

- Complete DPA and send to Business Services
- GACA reviews, approves, and sends to Accounts Payable
- Requests for reimbursement of employee travel expenses are submitted, along with receipts, to Business Services

Contact

- Office of the Provost (309) 298-2216
- Office of the Provost (309) 298-2216

Graduate/Research Assistant Form

- Complete RFP online and send documentation to Purchasing Office
- Expenses are reviewed by the Travel Section of Business Services

Contact

- Graduate Studies (309) 298-1806
- Graduate Studies (309) 298-1806

Civil Service Form

- Purchasing Office assigns Purchase Order # and gets approval from GACA for expense
- Travel Voucher and receipts are submitted to GACA for approval

Contact

- Human Resources (309) 298-1971
- Human Resources (309) 298-1971

Undergraduate Students Website

- Undergraduate Students Website
- Undergraduate Students Website

Contact

- Financial Aid (309) 298-1996
- Financial Aid (309) 298-1996
Landing the Corporate Grant

From GrantWeek, Grants Resource Center, July 2012

The Chronicle of Philanthropy has compiled a set of strategies for organizations seeking support from corporate giving programs. The primary reminders are to research, research, research and network, network, and network.

Tori Kaplan, Assistant Vice President of Corporate Social Responsibility at CSX Corporation, tells the Chronicle she expects grant seekers to be familiar not only with the corporation’s philanthropy mission, but also with its business mission. When possible, applicants should stretch their social networks to connect with company employees. According to Jacqueline Fuller, Director of Charitable Giving at Google.org, employee-recommended proposals “absolutely . . . carry more weight” than great proposals from unknown applicants.

In addition to building pre-submission awareness and support from the prospective funder, applicants should also take every opportunity to establish relationships with potential collaborators. Although corporations operate in a competitive, market-driven environment, they appreciate the value of cooperative solutions and prefer to work with organizations that have already built successful partnerships.

Measurable results are critically important to all sponsors, but especially to organizations rooted in profit-generation. “There’s a greater expectation for grant recipients [to deliver] a return on that investment,” says Torrence Robinson, Senior Director of the Fluor Foundation. In spite of their insistence on performance, corporate foundations tend to be generous and responsive to their applicants—successful or not. If a grant application is rejected, always ask why.

Before a virgin submission or following a negative funding decision, applicants may choose to offer the funder access to the project without a full-on commission of funding. This can involve inviting representatives to campus, engaging them as volunteers, or seeking support for just a small piece of the proposed project.

Remember to check out the Grants Resource Center (GRC) for the latest news on grant announcements, upcoming grant deadlines, federal agency updates, and much more. Go to aascu.org/grc and enter the username “WIU” and the password “grants.”
Until FY13’s budgetary outlook is cleared up, every piece of agency news is appropriately viewed in a subjunctive light. For example, a September 7, 2012, announcement from the National Science Foundation (NSF) states that beginning on October 1, 2012, the opening day of FY13, four offices in the NSF director’s office are expected to undergo realignment. If all goes as planned, which seems likely, the Office of Cyber Infrastructure will become a new division in the Directorate for Computer and Information Science and Engineering (CISE), the Office of Polar Programs will become a division in the Directorate for Geosciences, and the Office of International Science and Engineering and the Office of Integrative Activities will merge to become the new Office of International and Integrative Activities.

But NSF warns that successful execution of the restructuring relies on “fulfillment of any statutory or other obligations.” Since the proposed changes are more administrative than they are programmatic, and because they are undertaken in the name of government efficiency and program improvement, which have never been more prized, they’ll likely come off without a hitch.

The House, Senate, and White House are engaged in efforts to enact a continuing resolution (CR) that will fund the federal government through March 27, 2013, at a level House Appropriations Chair Hal Rogers says is “limited, yet fair and adequate.” H.J. Res. 117 was introduced on September 10 and is scheduled for a September 12, 2012, hearing. Meanwhile, the government is negotiating strategies to avert the mandatory fiscal sequestration that could take a number of appropriations decisions out of the hands of lawmakers.

To sidestep the discretionary sequester (which, by definition, includes most competitive grant programs and excludes mandatory accounts such as Social Security and Medicare), Congress need simply comply with BCA-defined funding caps. But a CR, such as the one currently under consideration, could trigger “an unintended discretionary sequester,” a fate that OMB pledged in its August report—which was submitted prior to the September release of the CR language—to help Congress to avoid.

There’s no explicit relationship between these legislative negotiations and internal administrative decisions like the NSF office realignment, which is just one example of fairly noncontroversial federal restructuring under consideration. But when operating under a CR, agencies are generally required to spend and operate as they did during the previous fiscal year; in citing its statutory and other obligations, NSF is advising stakeholders to respect the complexity of the current funding climate. Never has it been more critical to remain nimble and energetic in the cultivation of agency relationships, the strategic development of grant and contract proposals, and the identification of seriously apposite sponsors.

In addition to reminding us that agency decisions are frequently subject to external phenomena, the proposed NSF restructuring also prompts reflection on grant seeking strategies. An applicant that might have submitted a highly competitive Office of Cyber Infrastructure proposal in FY 12 will, going forward, be judged in terms of his or her potential contribution to the much broader portfolio of CISE funding. CISE investments, in turn, will be evaluated according to the dividends they pay in relation to other NSF lines of business, just as the agency’s overall discretionary outlays will be scrutinized for evidence of collective success in advancing U.S. innovation and competitiveness goals.

In an environment in which programs, divisions, directorates, agencies, and even sectors are all justifying themselves, applicants must, of course, do the same. However challenging it may be, the solution remains perfectly clear: proposal development is the opportunity to evaluate the field, identify deficits and solutions, and present a body of evidence that the applicant will have a verifiable impact on the subject at hand.
Office of Sponsored Projects Events – Fall 2012

Grant Forward – How to Use the New Grant Forward Funding Search Service  
*Thursday, September 27, 2012*  
*3:00-4:00 PM*  
*Library, 3rd Floor Computer Classroom*

OSP staff will demonstrate how to use the new Grant Forward funding search database. Participants will learn how to use this new system to find grant programs and set up automatic searches for their grant-funded projects.

Deconstructing the NIH Application  
*Monday, October 15, 2012*  
*3:00-4:00 PM*  
*Library, Room 180*

Preparing an application to the National Institutes of Health can seem like a daunting task. During the session, OSP staff will break down the various sections of the application and introduce participants to helpful NIH resource materials; they will show how to register with the NIH Commons system; and then they will demonstrate how to navigate the Grants.gov system.

Deconstructing the NSF Application  
*Monday, October 29, 2012*  
*3:00-4:00 PM*  
*Library, Room 180*

Preparing an application to the National Science Foundation can seem like a daunting task. During the session, OSP staff will break down the various sections of the application and introduce participants to helpful NSF resource materials; they will show how to register with the NSF Fast Lane system; and then they will demonstrate how to navigate the Grants.gov system.

How to Get Started on a Grant Proposal  
*Thursday, November 8, 2012*  
*3:00-4:00 PM*  
*Library, Room 180*

OSP staff will introduce participants to the steps that should be taken when applying for grant funding at WIU. We will review the University policies and procedures to follow to ensure a smooth proposal submission.

Remember to submit your complete electronic grant applications to OSP at least two working days prior to the funding agency’s deadline.
Plan Ahead to Attend NSF Grants Conference

The National Science Foundation’s popular Grants Conferences are held twice each year for applicants and research administrators to interact with NSF program officers and colleagues from around the country.

Registration for NSF’s first Grant Conference of FY13, to be held October 22-23, 2012, has already reached capacity, so it is imperative that potential attendees register now for the second conference.

The second NSF Grants Conference of fiscal year 2013 will be held in the Washington, DC area on March 11-12, 2013. Please e-mail grants_conference@nsf.gov or contact the Office of Sponsored Projects at (309) 298-1191 to be placed on a mailing list for this event.

Key representatives from the NSF as well as your colleagues—faculty, researchers, and grant administrators—representing colleges and universities from around the U.S. will participate.

The two-day conference is a must, especially for new faculty, researchers, and administrators who want to gain key insight into a wide range of current issues at NSF, including the state of current funding, new and current policies and procedures, and pertinent administrative issues. NSF program officers representing each NSF directorate will be on hand to provide up-to-date information about specific funding opportunities and to answer your questions.

Highlights include the following:

• New programs and initiatives
• Future directions and strategies for national science policy
• Proposal preparation
• NSF’s merit review process
• Crossdisciplinary and special interest programs
• Conflict of interest policies
• Breakout sessions by discipline

For additional information regarding program content, contact the Policy Office, Division of Institution and Award Support, at (703) 292-8243 or via e-mail at policy@nsf.gov.

Grant Forward by Cazoodle

The Office of Sponsored Projects is pleased to announce that beginning July 1, 2012, Cazoodle, Inc., started hosting and managing an improved version of the IRIS grant search service. The IRIS system is no longer available. The new platform, called Grant Forward, features enhanced search and user account interfaces as well as new tools to help institutions annotate and disseminate grant information. As with IRIS, there is no cost to the individual user—OSP has paid the subscription fee for the entire University community.

Your current IRIS Alert Service Profile has automatically transitioned to Grant Forward. However, you will not be receiving any alerts from Grant Forward until you activate your Grant Forward account.

To activate your Grant Forward account, please take the following steps:

2. Click on Sign In (it’s located at the upper right corner). A login form will be displayed.
3. For security reasons, Grant Forward requires all legacy users to reset their password. Thus, when the login form is displayed, click on the “Forgot your password?” link to reset password.
4. When you are prompted to enter an e-mail address in the reset password form, enter the e-mail address you used to register with IRIS. Grant Forward will then e-mail you instructions to reset your password.
5. Once you have reset your password, you may then sign in to Grant Forward. The minute you are signed in, your Grant Forward account is activated. Go to your “Saved Searches” to locate your alerts. Note that the alert system has been enhanced so that you can now set alerts on multiple searches.

OSP will hold a technical assistance workshop on Thursday, September 27, 2012, from 3:00 to 4:00 PM in the Library’s 3rd Floor Computer Classroom. Please contact OSP or the Center for Innovation in Teaching and Research (CITR) to register for this workshop. The workshop will help users learn how to use the new Grant Forward system. In the meantime, please don’t hesitate to contact Jill Marshall at je-marshall1@wiu.edu or at (309) 298-1191 if you have any questions about the Grant Forward system.
Remember to Check Out the Research.Grant.Opportunities Bulletin Board

Just go to “WIU Bulletin Boards” in Zimbra and click on “Research.Grant.Opportunities” to view the latest in funding opportunity announcements, internal grant programs, and news from the world of grants and contracts.

<table>
<thead>
<tr>
<th>Subject</th>
<th>Sender</th>
<th>Date</th>
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<tr>
<td>Templeton Announces $5 Million Funding Opportunity</td>
<td>Jill E Marshall</td>
<td>Today 10:05 am</td>
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<td>NIH Collaborations Lead to New Grant Programs</td>
<td>Jill E Marshall</td>
<td>Today 09:02 am</td>
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<td>GRC Offers Travel Fellowship for UIC STEM Conference</td>
<td>Jill E Marshall</td>
<td>Today 08:42 am</td>
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<td>Grants Bulletin for September 7th</td>
<td>Jill E Marshall</td>
<td>Today 08:40 am</td>
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<tr>
<td>Grants Bulletin for September 4th</td>
<td>Jill E Marshall</td>
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<td>Grants Bulletin August 31, 2012</td>
<td>Shannon M Sutton</td>
<td>04-Sep-2012 09:17 am</td>
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<td>Grants Bulletin for Aug. 28th</td>
<td>Jill E Marshall</td>
<td>30-Aug-2012 09:50 am</td>
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<td>USDA Research Initiative Garners Support</td>
<td>Jill E Marshall</td>
<td>28-Aug-2012 08:56 am</td>
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<td>GRC August Deadlines Publication</td>
<td>Jill E Marshall</td>
<td>20-Aug-2012 10:29 am</td>
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<td>GrantWeek from the Grants Resource Center</td>
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<td>07-Aug-2012 08:36 am</td>
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<td>Grants Bulletin for July 31st</td>
<td>Jill E Marshall</td>
<td>01-Aug-2012 01:08 pm</td>
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<td>USDE Reviewers Needed</td>
<td>Jill E Marshall</td>
<td>30-Jul-2012 10:00 am</td>
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<td>Try the New LikeThis Search Tool Available Through eRA Commons</td>
<td>Jill E Marshall</td>
<td>23-Jul-2012 02:26 pm</td>
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<td>NSF WIDER Seeks Undergraduate STEM Reform Proposals</td>
<td>Jill E Marshall</td>
<td>18-Jul-2012 11:18 am</td>
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</table>
Welcome to another edition of “Compliance Corner.” In August, the Office of Sponsored Projects (OSP) issued its revised policy on financial conflict of interest in regard to sponsored projects. Among other changes, the new policy includes the following:

- A *de minimis* threshold limit of $5,000 for disclosure of significant financial interests related to a researcher’s institutional responsibilities at WIU
- Public accessibility of a researcher’s identified Financial Conflict of Interest (FCOI) by written request to OSP
- Financial conflict of interest training for researchers prior to researchers engaging in National Science Foundation or Public Health Services (PHS)-funded research (and repeated every four years thereafter)
- A new reporting system and database to capture the researcher’s training and significant financial interests as they relate to their institutional responsibilities

For more information, you can find the “Conflict of Interest Policy and Procedure with Regard to Sponsored Projects” at wiu.edu/sponsored_projects/compliance/index.php.

Additionally, there have been several new changes in the area of research with human subjects. OSP held several workshops at the beginning of the fall semester regarding the new Institutional Review Board (IRB) policies and procedures. Below is a brief overview of the topics covered at the sessions. If you were not able to attend these sessions, you can schedule a one-on-one or departmental meeting with the Compliance Specialist, Angela Bonifas, at IRB-Administrator@wiu.edu or by calling (309) 298-1191.

**New Institutional Review Board Form**

The IRB introduced a new form this fall to researchers conducting research with human subjects. Rather than having three separate forms for review, the IRB has merged all of the different types of review into one form. The goal of the new form was to create a user-friendly form which reduces review time for our researchers. You can find the new form at wiu.edu/irbform.

**Post-Approval Monitoring Committee**

The Provost and Academic Vice President has endorsed the creation of the Post-Approval Monitoring (PAM) Committee. A sub-committee of the IRB, the PAM Committee was formed to make for-cause and not-for-cause audits to ensure that the campus community meets University and federal regulations for the protection of human subjects in research. Federal regulations require that after an IRB reviews and approves research, there must be procedures in place for monitoring compliance with human subject requirements. Notably, the post-approval monitoring process is designed to benefit the research team by providing education and training to assist researchers in complying with the regulations and to be prepared for external audits by granting, regulatory, and accreditation agencies. For more information regarding the PAM committee or its policies, please visit wiu.edu/sponsored_projects/postapprovalmonitoringpolicy.php.
The mission of the Office of Sponsored Projects at Western Illinois University is to provide comprehensive support services to the University community for the successful administration of externally sponsored projects.

OSP is committed to providing a full range of administrative services to the faculty, staff, and administrative units at Western.

The goal of the OSP staff is to deliver our support services in an efficient and professional manner, which is in full compliance with external sponsoring agency guidelines.

**What Is OSP?**

**Who to Contact**

*Shannon Sutton, Director* – Contact Shannon for matters related to the review and approval of proposals to ensure compliance with University and agency policies and procedures, authorized organizational representative approval (official University signature for proposals in addition to certification, assurances, and representation), and administration of University Research Council (URC) selection and awards.

*Jill Marshall, Pre-Award Services* – Contact Jill for assistance with funding searches, procurement of grant application materials, development of proposals and budgets, electronic submission of proposals, and requests for internal approval forms.

*Jennifer Scott, Grants and Contracts Administrator I* – Contact Jennifer for services involving the administration of awards, including the receipt and negotiation of all award documents; account establishment; review and processing of all requests for modifications, extensions, and amendments of sponsored projects; and processing of payroll forms.

*Angela J. Bonifas, Compliance Specialist* – Contact Angela for federal compliance issues, including questions about human subjects in research and Institutional Review Board (IRB) policies and procedures.

*Tracy Meredith, Staff Clerk* – Tracy’s responsibilities include the copying, mailing, and tracking of all proposals; maintaining the database of proposals and awards; making arrangements for workshops and seminars; administering URC awards; and performing all those other assignments that keep the office running efficiently.

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