Office of Sponsored Programs

Mission and Functions

The mission of the Office of Sponsored Programs (OSP) is to help make faculty dreams come true by assisting the MIT research community in securing sponsored research funding and administering those funds in a manner consistent with the mission and goals of the Institute. Our aim is to make the administration of these funds as easy and efficient as possible. The primary functions of the office are:

- Assist departments, labs, and centers in the preparation of proposals.

- Review proposals to ensure adherence to sponsor requirements and compliance with Institute and sponsor policies.

- Review and negotiate agreements that support MIT's research community, including sponsored research agreements, non-disclosure agreements, subaward agreements to other institutions, unfunded collaboration agreements, consortia agreements, and other agreements that sustain MIT's research efforts.

- Post-award administration to assist departments, labs, and centers in meeting MIT and sponsor requirements in carrying out sponsored programs.

- Calculation, audit defense, and negotiation of MIT's facilities and administrative and employee benefit rates.

- Development and maintenance of Coeus, a grants management system that supports the Institute's policies and management reporting needs.

- Development and delivery of training programs on research administration policies and procedures.

Sponsored Programs Expenditures

Sponsored Research Expenditures

- On- and off-campus research expenditure volume (exclusive of Lincoln Laboratory) was flat at $678M, compared to $674M in FY2013; excluding research funded by the American Recovery and Reinvestment Act of 2009 (ARRA), campus research volume was up 2%.

- Lincoln Laboratory research expenditures decreased by 8.2% to $811M.

- Campus and Lincoln Laboratory combined research volume was down 4.4% to $1.490B, including facilities and administration revenue of $225.6M.

- ARRA research volume was $7.6M, substantially decreased from FY2013 as nearly all awards have ended (MIT received a total of approximately $150M in ARRA funding).

Other Sponsored Activities Expenditures

Historically, MIT's concentration has been on research expenditures as reported via the "Brown Book." However, MIT's non-research activity has continued to increase over the past several years, representing a significant portion of the activity in which MIT faculty are engaged, and for which OSP monitors compliance. Other sponsored activities (OSA) include conference grants, instruction awards such as fellowships, and awards for institution building, particularly with our large international sponsors.

- On- and off-campus OSA expenditures totaled $146M, up $11 million (8.63%) over FY2013.

- Campus research and other sponsored activities (exclusive of Lincoln Laboratory) totaled $824M in FY2014.

- Other sponsored activities account for nearly 18% of total sponsored volume.

Proposal, Award, and Subaward Activity

The OSP operation supports the research activities of more than 1,000 principal investigators (PIs) in more than 80 departments, labs, and centers (DLCs). Proposal activity remained strong in FY2014 (2,533 new proposals submitted). The number of proposals to federal sponsors increased slightly.

New awards decreased slightly (0.9%) in FY2014 (960 new awards), with federal awards decreasing 9%, continuing the decline we've seen in recent years.

Proposals to foundation sponsors remained steady at 316 while award volume increased 11% to 144. Proposals to industry sponsors also held steady at 334 new proposals to sponsors, while award volume increased by 6% to 117.

The number of new subawards issued continued to grow in 2014, increasing 9% over FY2013 and building on a 30% increase in FY2013. Subawards from all sponsor types (federal, foundation, industry, and other) increased, with the largest increases due to subawards under foundation awards (up to 56, as compared to 45 in FY2013 and 19 in FY2012).

US Government Shutdown, Sequestration, and Other Cuts to Federal Research Funding

Due to the FY2014 federal budget impasse in Congress, the federal government shut down from October 1 to October 16, 2013. During this period, all non-essential federal employees were suspended from work, which meant that federal agencies were not accepting or reviewing proposals, issuing awards, responding to inquiries, or issuing any payments that required human approval. OSP closely monitored news and communications regarding the shutdown and kept the MIT community apprised of changes through a dedicated website. We also worked with investigators to ensure a speedy return to business as soon as the shutdown ended.

While research and development (R&D) budgets showed modest increases over FY2013 for most agencies, sequestration remained in effect, with budgets for most agencies significantly lower than FY2012 funding levels. Cuts from FY2012 to FY2014 include: DOD -13.9%, NIH -5.4%, NASA -1.4% and NSF -5.6%. DOE has shown a 2.2% budget increase since FY2012, primarily due to significant budget increases in nuclear energy and fossil energy R&D budgets. Overall R&D funding across all agencies in FY2014 is close to FY2002 levels.

Advocating for Change in Washington, DC

OSP works closely with the MIT Washington Office, the Council on Governmental Relations, and the Association of American Universities (AAU) on a host of issues related to federal research policy. This year our efforts focused on stemming cuts in federal funding for research, more manageable export control regulations for fundamental research, and the Office of Management and Budget (OMB) effort to revise regulations for universities managing federally funded grants and cooperative agreements.

The A-21 Task Force, now COFAR

MIT's focus over the last decade has been to advocate for reducing the administrative burden on institutions and faculty, specifically due to the inconsistent ways in which the 26 funding agencies apply the current regulations. This topic was highlighted in a recent survey that showed that PIs spend about 42% of their time performing administrative duties related to carrying out federally sponsored research projects, as opposed to focusing on the research itself.

In the most recent effort, the OMB formed the Council on Financial Assistance Reform (COFAR), a team of Chief Financial Officers of federal research funding agencies, to review administrative burdens and combine the regulations included in the following OMB Circulars: A-21 Cost Principles for Educational Institutions; A-110 Uniform Administrative Requirements for Grants and Agreements With Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations; A-113 Audits of States, Local Governments, and Non-Profit Organizations; and several other OMB circulars not related to universities. The proposed new circular was issued for public comment in April 2013 and on December 26, 2013, the OMB released its final rule of "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (2 CFR Chapters I, II, Part 200, et al). As expected, this guidance to federal agencies consolidates and replaces eight OMB circulars such as the A-110, A-21, and A-133. Federal agencies (NIH, NSF, Dept. of Energy, etc.) must develop their own agency-specific policies that conform to the Uniform Guidance. MIT and other universities must examine internal policies to ensure consistency with the Uniform Guidance and with agency-specific policies. MIT's Uniform Guidance Working Group, which is led by OSP and includes members of the Office of the Vice President for Finance, Internal Audit, and Office of the Vice President for Research, began meeting regularly in 2014 to review the new guidance, develop implementation plans, and start to communicate those plans to the MIT research community. This work will continue through FY2015 and FY2016.

Institute-Wide Committees

Research Administration Coordinating Committee

The Research Administration Coordinating Council (RACC) is an institute-wide coordinating and advisory committee on research administration and compliance sponsored jointly by the Vice President for Research (VPR) and the Vice President for Finance (VPF). It is composed of representatives from key administrative offices, the school dean's offices, and departments, labs, and centers. It was launched in March 2009 to provide ongoing review of research administration policies, systems, and business practices and processes to improve the way the Institute manages sponsored funding.

Key Work and Accomplishments

Under the direction of our executive sponsors, the VPR and VPF, we adopted a new approach to our work plan that focuses on a set of broader, longer term strategic initiatives with the overarching goal of creating excellence in research administration over a period of three years. We developed and launched the Research Administration Strategic Plan and Roadmap that outlined the plans for four key initiatives: Kuali Coeus (KC), Faculty Effort Reporting (FER), Management and Sponsor Reporting, and Best Practices in Research Administration. The fourth initiative includes the further development and implementation of the Reporting and Forecasting Tool (RAFT), a refining of the Sponsored Programs Training Program (SPA), and improvements to the Financial Review and Control Process (FRC). During 2013-14 we began to work toward the objectives outlined in the plan and made some preliminary progress in launching some of the initiatives. They are summarized as follows:

- The Kuali Coeus Project was launched by VPR and OSP to customize and implement the upgrade to MIT's Coeus proposal and award management tool developed by the Kuali Foundation. We have been actively involved in the planning and development of the project and have provided feedback on a number of key policy and process issues.

- The FER Project, led by the VPF in collaboration with VPR and the Provost's Office, was launched in the summer of 2013. We formed a working group and several project teams with broad participation to develop recommendations and strategies on compliance and systems activities. With the support of senior leadership, we developed and implemented a short-term solution to improve compliance by limiting to 90% the amount of faculty salary that can be charged to federal research projects during the summer months. As part of the effort, we executed a broad communication plan to faculty and the research community. We developed and implemented a new summer salary application to support the processing of payments and distribution changes.

- We continued to monitor and oversee the compliance of the quarterly salary certification process. MIT has maintained a record of 100% timely certification since RACC assumed oversight of the process in September 2009.

- The Cost Sharing Implementation Team presented their recommendations to RACC last fall. We accepted the recommendations and have been working toward their implementation over the past year. Many of the recommendations have been incorporated into the plans for the KC implementation and the FER Project.

International Coordinating Committee

The International Coordinating Committee (ICC) is a cross-functional committee co-chaired by the director of OSP and the director of the Office of Major Agreements (OMA) and sponsored by Vice President Claude R. Canizares, Executive Vice President and Treasurer Israel Ruiz, and General Counsel R. Gregory Morgan. The ICC was launched in winter 2012 with three goals: 1) support the negotiation of international sponsored programs; 2) identify, improve, and resolve issues related to MIT policy and procedures that prevent the smooth operation of international activities, and 3) coordinate with the International Advisory Committee and its co-chairs to support the academic interest of the faculty related to international activities.

Key accomplishments in FY2014 include:

- Continued weekly negotiation team meetings to bring members of OSP, the General Counsel's office, Resource Development, VPF, and OMA together to review current project negotiations and issues and strategize approaches for negotiating acceptable terms and conditions for international projects.

- Maintained the Quickbase database to collect details of new projects under exploration or in negotiation, or to identify issues to be resolved. The database includes more than 150 completed issues (negotiations, problems to be resolved, etc.), and more than 59 current projects under exploration or being negotiated by the team.

- Continued campus-wide visits to school administrative officers' meetings and multiple focus group sessions to inform the community of our mission, share information on our goals, and seek feedback as to how we can assist the MIT community in more effectively managing foreign-sponsored programs.

- Through these discussions, developed a comprehensive project list with more than 30 projects identified; completed many projects this year and many others are underway.

- Hosted community forums on topics related to international travel resources and sending students abroad, including insurance, emergency registrations/evacuations, medical requirements, safety planning, cultural preparation, IT security issues, and other issues related to supporting MIT faculty, students, and staff in foreign travel.

- The policy group, which includes members of the community who have significant experience in supporting international projects, met each quarter to identify policies and procedures that get in the way of the smooth operation of international initiatives (e.g. foreign tax issues, currency conversion, or influx of foreign visitors related to sponsored projects).

- Developed a new ICC website, a hub for international administrative resources that launched in September 2014.

- Supported the IAC by attending their meetings and making presentations.

"Project Next" and Other Accomplishments

OSP made significant progress on the goals of Project Next, an initiative launched in FY2011, which aimed to improve the training of MIT research administrators, streamline our business processes, and develop systems that meet the needs of the MIT research community. OSP has continued to build on the work that we started with Project Next, expanding beyond the original scope of the project in response to the current R&D funding environment.

Improving the Negotiation of Non-Federal Projects

For the fourth year, OSP continued to improve the way in which non-federal negotiations are conducted and the way we communicate with the MIT community, and to reduce the amount of time that it takes to complete these negotiations.

- In November 2013, we hired assistant director Craig Newfield, responsible for managing the contract specialist team, which negotiates all non-federal program agreements. Newfield comes from an industry background, and devoted substantial time and energy during the balance of FY2014 to learning the OSP systems and processes and planning for improvements to occur in FY2015.

- We developed a presentation for new and prospective industry sponsors, and for faculty who are new to the industry-sponsored research process, which helps to bridge the gap in expectations and shorten the negotiation cycle with industry sponsors. During FY2015, we expect to formalize a process for the delivery of this presentation on a systematic basis, and to produce and distribute this in a multimedia channel.

- We continued our use of Coeus to track non-federal negotiations, measured and analyzed time duration of these negotiations to mitigate sources of delay in the processes, and generated weekly progress reports for OSP management and negotiators.

- We began to develop a new Coeus-based system for managing and generating reports on the sub-award activities, which will be completed in the first half of FY2015, and which will provide improved visibility into and allow us to better manage the sub-award process.

- We continued to use the new central MIT website on confidential information agreements (non-disclosure and data use agreements), setting forth MIT policy and practice and providing a novel web-based online questionnaire for requesting such agreements that automatically directs the request to the appropriate office for action.

- We began to focus on improving the coordination (and reducing or streamlining the dependencies) between the Contract Specialist team and others within MIT's administration who are involved with non-federal sponsors, including the Office Of the General Counsel (OGC), the Technology Licensing Office (TLO), and the Industrial Liaison Office (ILP). During FY15 we expect to formalize some of these changes with new process improvements.

Training

OSP delivers a training curriculum designed to improve competency, efficiency, and compliance in the evolving environment of research administration. The position of senior training specialist was created this past year, now held by Carole Trainor, to address the need for learning that blends policy guidelines with competence with OSP systems and tools.

- OSP continues to offer instructor-led Coeus proposal development courses to provide hands-on experience in the Coeus system with an emphasis on Institute policies and guidelines. OSP partners with VPF in offering four introductory courses on the fundamentals of research administration policy and practice at MIT biannually: Fundamentals of Financial Management, Intro to Unallowable Costs, Post-Award Administration, and Sponsored Project Closeout.

- Sponsored Project Administration (SPA) training reached the milestone of training 117 senior administrative and financial officers in departments that represented 100% of the research volume at the Institute during 2013. We are planning to revise SPA with a greater emphasis on the AO/FO role throughout the lifecycle of a sponsored program. Impact on job performance is underway and will be delivered beginning in the fall.

- OSP forums resumed, delivering information and answers to questions from the research community on timely topics such as Conflict of Interest: Travel and Rolling Submission Deadlines, Administrative Quality of Proposals, Workload Balancing, and Coeus Electronic Document Storage.

- OSP made advances in the use of eLearning to reach a broader audience. The "CoeusLite Award Budget for RAFT" online module was developed following classroom training as part of the Award Budget & RAFT rollout to the community. Online training is completed at the learner's pace and tracked for authorized access to award budget. Additional examples of eLearning include New PHS COI (Conflict of Interest) Requirements for Travel and Kuali Coeus UXI (new user interface enhancements).

- To increase research administrators' familiarity with financial conflict of interest disclosure, a new COI Disclosures: Details for AOs/FOs course was developed. The course incorporates COI policy details and definitions, an eLearning module on initial disclosure, and a live demonstration of travel disclosure.

Streamlining and Improving the Sponsored Project Proposal Process

OSP continues to facilitate process improvements across the MIT research community that make significant and measurable improvements in the development, review, and submission of sponsored project proposals.

- Workload Balancing/Administrative Quality: During FY2014, OSP launched the Workload Balancing software tool to even out the workload of our contract administrators (CAs) and optimize the proposal experience for both CAs and MIT investigators. Implementation has been successful and we continue to monitor the tool's activity and adjust the settings of individual CAs to ensure

smooth operations. To complement this program, we have been sharing with the Schools and DLCs data on the administrative quality of proposals arriving in OSP, and discussing ways to reduce the number of issues in those proposals and reward departments that maintain high administrative quality.

- Proposal Review Latitude: In preparation for the more distributed service that accompanied the launch of workload balancing, OSP's Liaisons Group completed a Proposal Review Latitude project which examined the consistency of responses among CAs and liaisons, developed guidance on proposal review best practices, standardized materials (such as budget justification templates) for DLCs, and broadly communicated a message of revised expectations for the tone and approach to service that the Grants and Contracts team members should provide.

Improvements in the Award Management Process

- Electronic Document Storage: As FY14 came to a close, OSP was finalizing the electronic document storage (EDS) project. A Digital MIT initiative, EDS enables 24/7 access to Institute proposal and award documents for all research stakeholders. It also allows us to eliminate the creation of paper proposal files. In preparation for the July 10, 2014 launch to the campus, OSP attached awards and modifications for all NSF, NIH, ONR, and DOE awards that were active as of January 2014. We also began attaching all other types of documents to award accounts going forward from that date. Post-launch, EDS will provide principal investigators and other authorized users with one-stop access to all project documents, from proposal stage through closeout, through the My Awards screen in Coeus.

- Credentialing ACAs: During FY2014, OSP trained and credentialed two new assistant contract administrators (ACAs) in a series of 15 separate award management transactions. These tasks combined decision-making and data processing responsibilities that were previously handled by a cross-section of CAs, ACAs, and data administrators. The ACA role frees up other staff members for more complex tasks and enables OSP to provide faster turnaround time on account changes and notification of DLCs.

Cognos and Reporting

With the enactment of sequestration cuts in late FY2013 and the federal budget impasse which resulted in the government shutdown in early FY2014, OSP ramped up its efforts to analyze available data to better understand and monitor funding trends, and to provide concise performance reports to MIT leadership as well as the research community. Using TIBCO Spotfire, a data analysis and visualization tool, OSP analyzed such indicators as proposal success and burn rate (as indicated by expenditures and obligated balances) and, comparing current data against historical averages, developed a unit "health index" to quantify the relative funding status of each DLC in the Institute. Key stakeholders reviewed reports and related charts to verify the utility of the preliminary version of the "health index."

Based on the above work and related feedback, OSP developed a dashboard using the IBM Cognos business intelligence tool which incorporates most of the metrics that factored into the unit health index. The sponsored programs dashboard shows up-to-date information regarding proposals submitted, new awards received, and research and other sponsored activity expenditures. The dashboard enables the entire MIT research community to view OSP metrics for the Institute as a whole, or for their individual school/area or DLC, and is updated nightly. In early summer the dashboard was presented to leadership in each of the schools, as well as to the executive vice president and treasurer.

Office of Sponsored Programs Operations

Costing Issues

In October of 2013, the Office of Cost Analysis concluded negotiations with the Office of Naval Research (ONR) establishing fixed facilities and administrative (F&A) rates for FY2014 at 56% on-campus and 4.5% off-campus applied to a modified total direct cost (MTDC) base. These rates are set well below calculated F&A rates to reflect the repayment to the federal government of F&A over-recoveries from prior years. Full repayment of the F&A carryforward is expected to be accomplished over the next few years.

In addition, MIT negotiated fixed employee benefits (EB) rates for FY2014 of 28% on-campus, 25% off-campus, 8.5% for part-time employees, and provisional rates for FY2015 of 26% on-campus, 24.%0 off-campus, and 8% for part-time employees. As is the case with the F&A carryforward, the EB carryforward is in a payback position and rates are expected to remain fairly constant over the next few years as this over-recovery is repaid.

Throughout FY2014, the Office of Cost Analysis was also engaged in supporting routine and targeted audits of MIT's research programs and associated costs, conducted by the Defense Contract Audit Agency (DCAA), individual sponsors, and PriceWaterhouseCoopers (PWC), the Institute's independent auditing firm.

Specific areas of audit focus included:

- Forward pricing rate proposals
- Space functionalization
- Cost Accounting Standards
- Compliance with OMB Circular A-133 (Single Audit Act)
- Sponsor-driven, program-specific audits

American Recovery and Reinvestment Act

The American Recovery and Reinvestment Act (ARRA) also known as the Economic Stimulus Package of 2009, called for federal funding agencies to invest approximately $22B in extramural research by September 2010 for the purpose of stimulating the US economy, in particular to retain existing and create new jobs. MIT received 191 awards totaling $152M.

In January 2014, OSP completed the 18th reporting cycle for these awards, reporting on 30 of them. Later that month, the quarterly reporting required under ARRA was repealed under the enactment of the Consolidated Appropriations Act of 2014, making January 2014 the final reporting quarter. ARRA expenditures in FY2014 totaled $5.34M with cumulative ARRA expenditures at $150.57M.

At the close of FY2014, 12 ARRA awards remained active, with a total unexpended balance of $1.02 million. These awards have approved extensions to the September 2014 completion date otherwise expected under the OMB memoranda M-11-34 "Accelerating Spending of Remaining Funds from the American Recovery and Reinvestment Act for Discretionary Grant Programs." See the full list of ARRA awards.

Conflict of Interest

On August 20, 2013, MIT completed the implementation of an updated conflict of interest (COI) disclosure module in Coeus in response to PHS-issued clarifications to the COI policy, MIT faculty user feedback, and MIT's decision to move to a rolling deadline for updating disclosures annually. The transparency mandated by the PHS regulations, as well as MIT's Financial Conflict of Interest in Research policy, led to a surge in the complexity and volume of information reported by faculty in their COI disclosures, which in turn led to an increase in the time spent in reviewing and managing financial conflicts of interest in research. In FY2014, 848 investigators filed 1,396 disclosures. Of those investigators, 148 were filing for the first time.

In continuing to provide our faculty and administrative staff with the most up-to-date and accurate information on MIT's COI policy and processes, OSP has made outreach efforts to faculty, department heads, and administrative officers, including training classes focused on the COI disclosure process at MIT, presentations on process changes, and face-to-face meetings with researchers to discuss specific COI issues and develop management plans.

OSP continues to partner with MIT faculty to address policy and procedural issues with the COI disclosure process in an effort to continue to identify ways to reduce administrative burden. OSP engaged in a number of activities to design and implement system changes to accommodate critical needs of the process:

- Designed and delivered a travel disclosure form linking to faculty members' COI disclosures. The design features eliminated redundant data entry and simplified the travel disclosure process.

- Implemented system notifications to send emails to faculty 60, 30, and 7 days prior to the expiration date of a faculty member's disclosure in an effort to comply with the requirement to keep COI disclosures updated.

- Designed and delivered a series of training classes to Administrative and Fiscal Officers across MIT in an effort to help them better understand the fundamentals of the COI disclosure process from the faculty's perspective and be a more informed resource for their faculty on COI disclosure requirements. The fundamentals class will be presented on a quarterly basis.

- Participated in the Kuali Coeus COI subcommittee to guide discussions on building the next generation of the COI disclosure module to have better aesthetics, a much more streamlined and efficient user interface, and more robust reporting capabilities. A number of MIT faculty members, MIT's COI officer, and OSP staff continue to be engaged in this process.

Outside Professional Activities

The Provost's office is responsible for the implementation of MIT's policy and procedure on outside professional activities (OPA). OSP upgraded the OPA disclosure system, including several reporting enhancements. We supported the community through the annual disclosure period, which included about 8,000 individual disclosures.

The success of the online reporting tool for OPA, launched in 2013, brings MIT one step closer to the goal of a "One-Step Process" for reporting both COI and OPA, eliminating redundancies and reducing administrative burden from these closely connected processes.

OSP continues to work with the offices of the Provost, President, and Vice-President of Research to gather requirements for improvements to the online reporting tool for faculty, and create more flexibility in generating reports for use by department heads. These interactions are critical to making the information gathered in these reports of higher quality and meaning and more useful to department heads when they are called upon to provide guidance and feedback to faculty regarding OPA matters.

Export Control

Ongoing activity includes working with more than 200 research projects to assure they qualify as fundamental research, enabling compliance with both U.S. export control regulations; and MIT's open research policy, working with sponsors and vendors as well as MIT researchers to prevent deemed export violations that could be caused by incoming items or technology, reviewing, and consulting on physical exports, and helping international travelers, including those who need authorization or documentation for sanctioned countries.

Additional projects in FY2014 included:

- Collaboration on upcoming regulatory changes: The export control reform initiative started in 2009 has resulted in changes to several categories of controlled items, including the transfer of some satellites and spacecraft from State Department control under the International Trade in Arms Regulations (ITAR) to the Commerce Department under the Export Administration Regulations (EAR), and the addition of new EAR restrictions for many items transferred from the ITAR. MIT continues to comment, along with the Council on Government Relations, AAU, and the Association of University Export Control Officers to encourage adjustments to the proposed rules that will be a better fit for universities while respecting national security concerns. As the final rules come into effect in MIT's FY2015, we will review current projects and revise MIT's export compliance program to reflect the changes.

- edX/MITx: OSP has continued to work with OGC and edX as sanctions programs administered by the Treasury Department's Office of Foreign Assets Controls (OFAC) evolve to address massive open online course platforms such as edX/MITx.

Institution-Building Support of the Skolkovo Institute of Science and Technology

OSP continued to assist the Skolkovo Institute of Science and Technology (SkolTech) in the development of their OSP function, including:

- Provided introductions to OSP functions, Coeus, and IP basics to 8 Skolkovo new hires through the year as they processed through SKTech; conducted a webinar for additional Skolkovo grants and contracts personnel in Moscow.

- Introduced SKTech representative G. Demes to subject matter experts to address specific issues related to the Committee on the Use of Humans as Experimental Subjects, the Institutional Animal Care and Use Committee, export controls, FCOI, cost analysis and foundation relations; helped develop compliance plans with Skolkovo representatives, and attended related meetings with Skolkovo representatives as liaisons in support of G. Demes.

- Reviewed several policy drafts in Skolkovo format at G. Demes's request (based on the policy drafts provided last year in MIT, UN, and Confederation of Independent States formats).

- Provided MIT/OSP resources to G. Demes at her request for her presentation to the Skoltech Grants and Contracts team in Moscow, including:

  - Proposal review checklist

  - Allowable Cost presentations (OMB A21 basics)

  - OSP tracking

  - OSP proposal routing and approval

  - Transmittal letter template

    - RA amendment/ Modification template

    - Account close-out process

Future Goals

- Continue transforming OSP into an enabling organization.

- The staff reductions mentioned above mean OSP will need to do more with less, and in some cases, provide less support. Therefore, we will be focusing our resources on the highest and most critical needs and will communicate this to the community to try to set appropriate expectations.

- As federal research budgets shrink, MIT researchers have successfully filled the gap through industry, foundation, and international sponsorships. OSP is building additional capabilities in these areas (Rainer Frost, Michael Leskiw, Shawna Vogel, Craig Newfield), but the work is naturally more complex for the MIT community, and never seems to satisfy the demands of the campus. We will continue to focus on educating the campus on issues with non-federal programs.

- We are very excited about the opportunities Kuali Coeus (KC) provides to improve our systems and provide better, more efficient service, but these changes will require that we provide MIT's research administrators with much more help and support. With Carol Wood's leadership and customer-focused approach, we will lead the campus through this transition and expect the web-based solution to be a big improvement for the MIT community.

- Evaluate the new federal Uniform Guidance for the campus, determine changes needed in MIT policy to bring us into compliance, and explain and document those changes for the community.

- Subaward practices must be modernized, and service and response time improved. This is a high priority.

- Continue to develop and deliver reports that provide senior leadership with the information they need to manage the institute; enable DLCs to develop the reports they need to manage their portfolio, provide OSP managers with the operations information they need to improve and monitor.

- MIT needs to find ways to help educate and broaden the number of people responsible for identifying and managing conflict of interest. Recent discussions with the schools have highlighted the gaps in understanding and differing views on how MIT's policies should be carried out. We need policy clarification from senior leadership this year if we are to design an integrated policy and system for disclosing and managing COI and OPA cases.

Research Administration Coordinating Committee Goals

The RACC co-chairs, in coordination with the director of OSP, are in the process of refining and reevaluating the roadmap based on the work done and our progress to date. Further, we have added a fifth effort related to the implementation of the new Uniform Guidance. The RACC co-chairs and the director of OSP will review the updated roadmap with our executive sponsors early in the fall and plan to focus on the following key areas in 2014-15:

- Improvements to business processes and systems to support the tracking, charging, and distribution of salary expense and research effort to sponsored projects. While the focus will be on faculty, the effort will span all of the personnel categories.

- Support the development and implementation of KC and facilitate the transition from Coeus to KC in the research community.

- Work with leadership and the research community to identify the actions required to properly implement the new Uniform Guidance.

- Review and implement the recommendations of the Cost Sharing Implementation Team. Integrate recommendations into the plans and implementation of the KC and effort projects.

- Refine the policy on Financial Review and Control (FRC), including record-keeping requirements and improve the processes, tools, and training that support it.

- Develop and work toward the implementation of a new governance structure for RAFT. Continue support for improvements to RAFT and work toward the broad adoption of the tool.

- Continue to enhance and expand the Quality of Research Indicators (metrics) Project with the goal of developing a reporting dashboard that would allow for full implementation in the DLCs. Work with OSP and the schools to enhance the administrative quality of proposals submitted in Coeus.

- Work with OSP to update and refine the SPA Program to improve the connection between the training and the work done by research administration staff and to allow for better measurement and assessment of performance goals.

- Work with OSP, VPF, and VPR/Provost to coordinate and enhance the reporting of data related to research activities and the administration of sponsored programs.

International Coordinating Committee

- The ICC is scheduling a series of presentations to faculty across campus in collaboration with IAC co-chairs Phillip Khoury and Claude Canizares.

- Several policy issues are under review, including: guidelines for seeking tax advice when dealing with work on the ground in a foreign country; top 10 issues for PIs considering a large international project; sending employees abroad; due diligence screening of sponsors for their ability to pay MIT, and support at the end of the arrangement.

- Other projects for FY2015 include:

  - International emergency management

  - International holding company

  - Continuing the ICC information series with intellectual property (IP), tax, and other workshops

Kuali Coeus Development

Over the last few years, the MIT and the Coeus Consortium have been working with the Kuali Foundation to develop the next generation grants management system, Kuali Coeus. MIT now plays an active role in the new Kuali Coeus Community, with Steve

Dowdy serving on the Foundation Board, Kuali Rice Board, and as the Kuali Coeus program manager Carol Wood, serving as co-lead of a the User Experience Working Group; and Rupinder Grewal serving as co-chair of the KC COI sub-committee. MIT will implement Kuali Coeus in FY2015.

Cognos and Reporting

OSP is continuing to mine and analyze available data to deepen our understanding of sponsored funding trends and dynamics at MIT. As useful metrics and reports are developed, the OSP Data and Reporting team will use the Cognos business intelligence tool to make the data available to the research community to assist with planning, forecasting, and business development.

Research Volume

The MIT total research volume (expenditures) for FY2014, excluding Lincoln Laboratory, was $678 million, which represents an increase of 0.58% from the FY2013 expenditures. The volume breakdown by major sponsor is shown below.

Table 1. Research expenditures by sponsor (in thousands of dollars), FY2010–FY2014*

	2010†		2011		2012		2013		2014	
	Original source	Proximate source	Original source	Proximate source	Original source	Proximate source	Original source	Proximate source	Original source	Proximate source
Federal										
DHHS	136,923	123,100	152,664	135,756	133,687	116,148	119,908	100,926	115,074	97,491
DOE	72,599	65,035	89,253	78,035	90,940	78,734	88,988	72,699	88,451	73,510
DOD	106,890	69,969	107,753	66,225	117,502	71,350	127,967	90,810	121,794	93,729
NSF	69,802	54,678	74,859	59,814	81,487	65,217	79,255	63,198	78,979	63,522
NASA	30,629	20,464	28,080	19,524	30,204	20,447	29,835	20,977	33,030	25,254
Other	13,311	11,258	16,912	13,808	18,762	12,810	19,993	13,445	17,611	13,598
Subtotal	430,154	344,504	469,521	373,162	472,582	364,706	465,946	362,055	454,939	367,104
Nonfederal										
Industry	89,790	110,101	97,867	123,289	107,365	133,499	105,882	127,673	111,202	127,862
Nonprofit	50,040	106,136	47,729	111,049	51,506	125,375	59,601	133,679	73,233	137,162
Other**	44,387	53,630	45,708	53,325	49,626	57,499	42,919	50,941	38,889	46,135
Subtotal	184,217	269,867	191,304	287,663	208,497	316,373	208,402	312,293	223,324	311,159
Total	**614,371**	**614,371**	**660,825**	**660,825**	**681,079**	**681,079**	**674,348**	**674,348**	**678,263**	**678,263**

Note: Original Source includes expenditures on awards directly from US government agencies plus expenditures at MIT through subawards. For example, if we receive Department of Health and Human Services (DHHS) funds via a subaward from Princeton University, we would count it as DHHS funding under the Original Source column, and as Nonprofit under Proximate Source. Therefore, federal funds would be higher under the Original Source column.

*Totals exclude Lincoln Laboratory.

† FY2010 Totals exclude all Broad Institute expenditures. The MIT Brown Book reports $626,560,519 in expenditures.

** Includes State, Local, and Foreign Governments, MIT Internal, and Lincoln Laboratory.

Other Sponsored Activities Volume

Other Sponsored Activities includes grants and contracts from sponsors for non-research activities such as conference awards, instruction awards such as fellowships, and institution-building activities.

Table 2. Non-Research*** expenditures by sponsor (in thousands of dollars), FY2010–FY2014*

	2010†		2011		2012		2013		2014	
	Original source	Proximate source	Original source	Proximate source	Original source	Proximate source	Original source	Proximate source	Original source	Proximate source
Federal										
DHHS	2,521	2,487	3,517	3,362	9,391	9,335	11,133	10,969	-463	-594
DOE	1,909	232	578	505	735	389	817	351	921	450t
DOD	4,746	355	4,717	374	4,278	275	4,694	239	5,323	432
NSF	11,678	11,063	12,483	11,802	17,300	16,459	18,119	17,447	18,180	18,063
NASA	1,470	1,009	2,439	1,977	2,162	1,599	2,619	1,700	2,639	1,941
Other	1,575	1,388	1,296	1,077	1,497	1,207	1,422	1,700	3,816	2,712
Subtotal	23,899	16,534	25,030	19,097	35,363	29,264	38,804	31,689	30,416	23,004
Nonfederal										
Industry	16,574	18,332	16,535	16,804	17,961	18,570	22,006	22,647	31,146	31,614
Nonprofit	25,870	31,450	31,299	36,931	43,371	48,831	67,522	73,937	74,469	81,396
Other**	6,983	7,010	8,863	8,895	6,509	6,539	5,966	6,025	9,862	9,879
Subtotal	49,427	56,792	56,697	62,630	67,841	73,940	95,494	102,609	115,477	122,889
Total	**73,326**	**73,326**	**81,727**	**81,727**	**103,204**	**103,204**	**134,298**	**134,298**	**145,893**	**145,893**

Note: Original Source includes expenditures on awards directly from US government agencies plus expenditures at MIT through subawards. For example, if we receive Department of Health and Human Services (DHHS) funds via a subaward from Princeton University, we would count it as DHHS funding under the Original Source column, and as Nonprofit under Proximate Source. Therefore, federal funds would be higher under the Original Source column.

*Totals exclude Lincoln Laboratory.

† FY2010 Totals exclude all Broad Institute expenditures.

** Includes State, Local, and Foreign Governments, MIT Internal and Lincoln Laboratory.

*** Includes WBS accounts 2000000-5999999, excluding Student Services activity type, plus ARRA construction grants

Operating Statistics

OSP operating statistics for FY2010–FY2014 are shown in Table 3.

Table 3. Office of Sponsored Program Operating Statistics, FY2010–FY2014

	FY2010†	FY2011	FY2012	FY2013	FY2014
New proposals	2453	2521	2533	2508	2571
New awards	1133	1006	1029	969	960
New contracts (US fed)	173	182	199	140	118
New contracts (non-fed)	153	147	114	127	173
New Subawards issued	205	194	177	231	251
Subaward invoices processed	2882	3093	2915	2986	3114
Non-Disclosure Agreements (NDA)	137	121	144	122	134
Data Use Agreements	10	34	53	32	23
No Cost Collaboration Agreements (NCC)	13	17	13	15	8
Other Non-Funded Agreements	41	24	36	23	16
Active Awards	3506	3526	3583	3540	3479
Active contracts (US fed)*	494	512	527	481	433
Active contracts (non-fed)*	457	458	464	461	503
Active grants	2555	2556	2592	2598	2543
Active consortia	58	53	48	44	48
Total active consortia members	696	645	522	497	495
Consortia expenditures	$28M	$31M	$31M	$33M	$37M
ARRA expenditures*	26,316,903	50,267,561	41,078,559	27,426,528	5,334,607
Coeus help-desk tickets	2,804	2,438	2,779	4033	3506

*Includes fellowships, IPAs, instruction, and construction
"US Fed" is original source as US Fed
"Non-fed" is original source as non-US Fed

Michelle D. Christy
Director, Office of Sponsored Programs