



Symposium for Research Administrators

University of Wisconsin-Madison
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NIH Budget Building Blocks

Becky Bound, PreAward Research Administrator, UW Carbone Cancer Center

rebecca.bound@wisc.edu

also available via MS Teams

Christy Schulz, Sr. Grant Administrator, SMPH Dean's Office

crschulz@wisc.edu

also available via MS Teams

Budget Building Blocks for Investigators

NIH Regional Seminar on Program Funding & Grants
Administration
November 2019

Michael A Sesma, PhD

Chief, Postdoctoral training Branch

Division of training, workforce development and Diversity

*Program officer, Division of Genetics and MOLECULAR, Cellular,
and developmental biology*

National Institute of general medical sciences (NIGMS)

Upcoming Seminars:

DATES	LOCATION	AMBASSADORS	PROGRAM INFO
October 27-30, 2020	Online Conference	N/A	<p>NEW! NIH is holding a virtual seminar this fall.</p> <p>Four Days: Tuesday, October 27 – Friday, October 30, 2020 Sessions, Exhibit Hall, & Chats: 1:00 – 5:00pm EST with moderated After Hours Conversation Topics 5:00 – 5:45pm EST Event Site & Free Registration: https://nihvirtualseminar2020.vfairs.com/ Questions: Send to NIHRegionalSeminars@nih.gov. Subscribe to ListServe:</p> <ul style="list-style-type: none">• To Subscribe, send an e-mail to listserv@list.nih.gov with the following text in the message body (not the "Subject" line): <i>subscribe NIH_Seminars your name</i> (Example: <i>subscribe NIH_Seminars Joe Smith</i>)

Budget Basics



-
- Getting Started
 - **Types of Budgets**
 - **Budget Components**
 - **Preparing Budgets**
 - **Other Considerations**
 - **Award Policy Issues**

Getting Started

Getting Started: NIH Cost Principles

Costs charged to NIH awards must be allowable, and:

- Reasonable/Necessary
- Allocable (incurred to advance work under the grant)
- Consistently applied
- Conform to NIH terms and conditions

Tips for Getting Started

- **Applications submitted to the NIH must be in response to a Funding Opportunity Announcement (FOA)**
- **Carefully Read the FOA:**
 - **Period of support** (number of years)
 - **Dollar limit** of support (for example \$100K total cost (TC) or \$100K direct cost (DC))
 - **Type of budget** submission (modular or detailed)
 - Prior approval to submit may be required for larger research grants (>\$500K DC in any year)

Questions: Contact Program Staff listed in the FOA

Tips for Getting Started

- **Know your limits!**
 - FOAs may have overall **funding limits**, **spending caps** and/or **expense limits**
 - Some expenses are “**unallowable**” (e.g. lobbying, entertainment)
 - Related Notices section of FOA provide updates/clarifications
- **Identify what is necessary and reasonable**
 - Provide clear rationale for requested budget
 - Pitfalls to avoid, e.g.
 - Over or underestimating costs of proposed work
 - Large requests for new **equipment** suggests an insufficient environment to do the work
 - Lack of rationale for grant supported **personnel**

Reviewers will comment on the budget but not consider it in scoring

NIH Grant Application Budget Basics:

http://grants.nih.gov/grants/developing_budget.htm

Types of Budgets

Detailed and Modular Budgets

Two different NIH budget formats (and forms), based on total direct costs requested and activity code

- **Modular** PHS 398 Modular Budget Form
 - Research Project Grants (e.g. R01, R21)*
- **Detailed** [Categorical or Itemized] SF424 (R&R) Budget form
 - Fellowship Applications [F]: tuition & fees
 - Career Development Awards [K]: salary, materials, supplies
 - Institutional Training Grants [T]
 - SBIR/STTR
 - Research Project Grants*
 - Multi-Project/Consortium*

Allowable costs or post-award financial management requirements are the same for both Modular and Detailed Budgets

Modular Budgets

- **Grant applications with annual direct costs \leq \$250,000 use Modular Budgets**
- **Budget is built on modules of \$25,000:** future year escalations are not allowed
- **Applicable for “R” grant activities** (R01, R03, R15, R21, R34)
 - Consortium direct costs are included in the total direct costs being requested
 - Total itemized* direct costs are rounded to the nearest \$25,000 increment
- **No categorical budget required***[unless asked]
 - at time of application
 - at time of award

**It is advisable to create a detailed budget, for your institution’s records, for each year of support requested.*

*PHS SF424 Research & Related Budget: **5.4 Modular Budget Component** forms*

A Cayuse look at a modular budget with a consortium

PHS 398 Modular Budget

Budget Period 1 of 3

Budget Period: 1

Start Date: 07/01/2021

End Date: 06/30/2022

A. Direct Costs

* Funds Requested (\$)

* Direct Cost less Consortium Indirect (F&A)

Consortium Indirect (F&A)

* Total Direct Costs

225,000

30,000

255,000

★

★

B. Indirect (F&A) Costs

Indirect (F&A) Type

Indirect (F&A) Rate (%)

Indirect (F&A) Base (\$)

* Funds Requested (\$)

1. MTDC

55.500

★

190,000

★

105,450

2.

3.

4.

Cognizant Agency (Agency Name, POC Name and Phone Number)

DHHS, Arif Karim, Dallas, 214-767-3261

Indirect (F&A) Rate Agreement Date

04/05/2019


Total Indirect (F&A) Costs

105,450

C. Total Direct and Indirect (F&A) Costs (A + B)

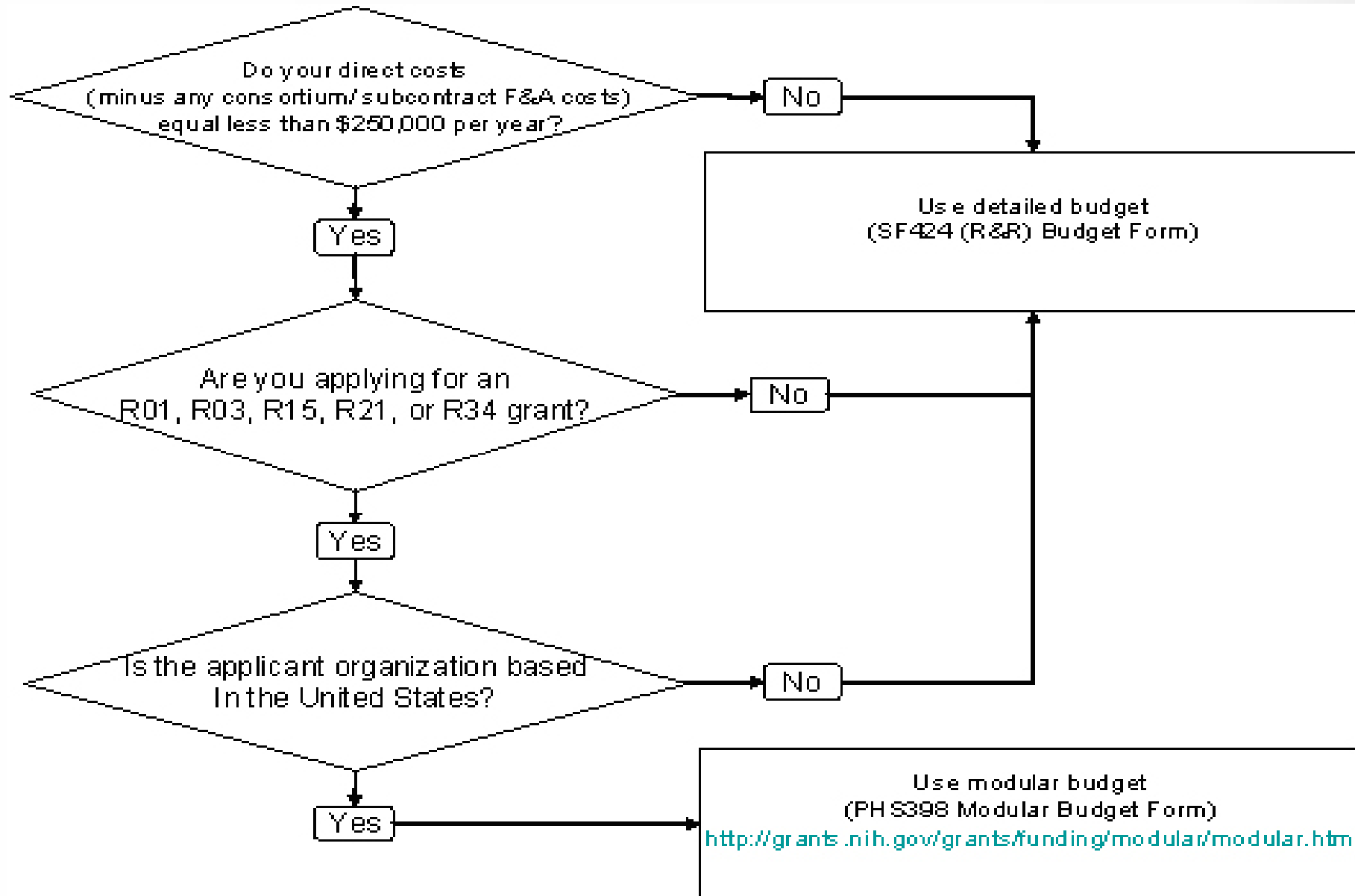
Funds Requested (\$)

360,450

 **RED**
Research Education Development

13
University of Wisconsin - Madison

Modular Budget Flow Chart



Modular Budget Justification

- **List all personnel involved at Applicant Organization**
 - Name, role and number of person-months for all personnel
 - Do not include salary, fringe benefits
- **Consortia Justification**
 - List all personnel associated with Consortia/Contractual arrangements
 - Include total costs (DC + F&A) rounded to the nearest \$1000 for each consortium/subcontract
- **Additional Narrative Justification**
 - explanations for any variations in the number of modules requested annually
 - any direct costs excluded from F&A calculation (e.g. equipment, tuition remission)
- **F&A [indirect cost] calculation**
 - Describe any direct costs excluded (e.g. equipment, tuition remission)

NIH may request detailed budget to address specific issues

Budget Components

Costs: An NIH Primer

- **Direct costs:** directly attributable to the project and allowable
 - salaries w/ fringe benefits, student fees/tuition, consultants, equipment, supplies, travel, publication, shared facility fees...
 - **Modified Total Direct Costs (MTDC):** $DC - \text{costs excluded from F\&A} = MTDC$
- **F&A (Indirect) costs:** Facilities & Administrative costs, or “overhead” shared by all cost centers
 - Specific rate is negotiated by the institution with the government
- **Total Costs:** Allowable Direct Costs + applicable F&A

NIH Grant Application Budget Basics:

http://grants.nih.gov/grants/developing_budget.htm

Sections A & B: Personnel

EFFORT: Person-Months

- **Amount of time (effort) committed to project by PI(s).**
 - Calendar vs. Academic/Summer months
- **The number, qualifications and amount of time needed for other personnel**
 - Co-investigators
 - Technicians
 - Postdoctoral Fellows
 - Undergraduate & Graduate Students

Calculating “person months”:

https://grants.nih.gov/grants/policy/person_months_faqs.htm

Sections A & B: Personnel

- **SALARY REQUESTS**
- **Percent SALARY \leq Percent EFFORT**
 - **Example:**
 - You devote 9 person-months [75%] effort
 - You can request between 0% to 75% of your salary*

* up to legislated salary cap – currently 197,300

Personnel (continued)

- Each individual listed in the budget should have a specific role on the project
- Be realistic about what each individual can accomplish and the time necessary for the work.
- There is no magic algorithm regarding the qualifications and/or number of individuals needed for each aim.
- Explain any fluctuations in effort levels and/or staffing levels in out years (in the budget justification).

Salary Cap

- ***Salary Limitation*** (NOT-OD-20-065) is one of the congressional mandates in the NIH Appropriation
- Restricts the amount of **direct salary** that can be paid with federal funds under a grant or contract to Executive Level II of the Federal Executive Pay Scale (\$197,300)
- The participant's **actual base salary** (even if exceeding the cap) should be stated in the budget justification.

<https://grants.nih.gov/grants/guide/notice-files/NOT-OD-20-065.html>

Section C: Equipment

- **Equipment:** defined as having an acquisition cost > \$5000; service life > 1yr (*otherwise, “supplies” category*)
 - Use is primarily allocated to proposed research project
 - Excluded from F&A base
- **Related Considerations**
 - Most equipment is requested during the first year of the grant
 - For a modular budget an extra module(s) may be requested to cover equipment
 - Justification is required (especially if similar equipment is already available)
 - Consider including price quote for new equipment within application to aid in the evaluation of equipment cost

Section D: Travel

- **Generally supports travel for presenting the results of the grant**
 - 1-2 meetings per year
 - 2-3 personnel
- **Request is usually relatively small:**
 - \$1,000 - 2,000 per scientific meeting per individual per year
- **Travel for data collection, to access resources or unique instrumentation or tools may be requested**
 - Justification should clearly state how travel is related to completing the aims and goals of the proposed research

Section E: Participant/Trainee Support Costs

- **Unless stated in the FOA, this section should be left blank for NIH applications**
- **Tuition remission should be in Section F: Other Direct Costs**

Section F: Other Direct Costs

- **Estimate the materials and supplies needed for the personnel involved.**
 - *Usually* ~\$12,000–15,000/year per FTE
 - Animal intensive studies, studies involving human subjects, or extensive bioinformatics, nanofabrication/foundary expenses tend to be more costly.
 - *In silico* or *in vitro* studies tend to have lower supply costs
- **Publication costs**
- **Equipment maintenance**
- **Tuition remission** [excluded from F&A base]
- **Shared facility fees**
- **Consortium/subcontracts**

F. Other Direct Costs		Indirect Cost Type	Funds Requested (\$)
1. Materials and Supplies	MTDC	▼	30,000
2. Publication Costs	MTDC	▼	3,000
3. Consultant Services	MTDC	▼	
4. ADP/Computer Services	MTDC	▼	
5. Subawards/Consortium/Contractual Costs		297,041
> Allocated IDC Base	MTDC	▼	25,000
6. Equipment or Facility Rental/User Fees	MTDC	▼	
7. Alterations and Renovations	MTDC	▼	
8. Tuition Remission	excluded	▼	12,000
9. Animal costs	MTDC	▼	50,000
10.	MTDC	▼	
Total Other Direct Costs			392,041

G. Direct Costs	Funds Requested (\$)
Total Direct Costs (A thru F)	486,969

H. Indirect Costs

Note: Indirect Cost types are defined in the Institutional Profile, under the **Institutions** tab.
Bring any profile changes into budget by refreshing **Applicant Organization**.

Indirect Cost Type	Indirect Cost Rate (%)	Indirect Cost Base (\$)	* Funds Requested (\$)
1. MTDC ▼	55.000	202,928	111,610
2. ▼			
3. ▼			
4. ▼			
Total Indirect Costs			111,610

Cognizant Federal Agency DHHS, Arif Karim, Dallas, 214-767-3261
(Agency Name, POC Name, and POC Phone Number)

I. Total Direct and Indirect Costs	Funds Requested (\$)
Total Direct and Indirect Institutional Costs (G + H)	598,579

Budget Justification

- **Reviewers and Administrator use this to determine if the scope of work matches the request**
- **Explain the specific responsibilities for each team member**
- **Justify unusual/large expenses**
- **Show the value of subcontracts/consortia**
 - Provide a separate budget request and justification for any subcontract/consortium
- **Significant over- or under-estimation of budget suggests a lack of investigator understanding of scope of work**

Preparing a Budget

Allowable vs. Unallowable Costs

Allowable	Unallowable
<ul style="list-style-type: none">• Salaries (NIH salary cap: currently \$197,300)• Equipment (needed for the project)• Supplies (includes equipment under \$5000)• Travel• Consultants• Consortiums• Alterations & Renovations• Other (equipment maintenance costs, animal costs, fee for service)	<ul style="list-style-type: none">• Bad debt (200.426)• Alcohol (200.423)• Improper payments (200.428)• Advertising (200.421), except for recruitment, procurement of goods, disposal of scraps/surplus materials, program outreach• Public relations (200.421), except for costs required by the federal awardee• Alumni/ae Activities (200.421)

R01 Modular Budget

1. Start with an itemized budget (R&R budget component)
2. Create out-year budgets
3. Divide **total budget for all years** by **number of years**
4. Request same number of modules each year*
5. Consortia total costs are calculated separately and may be rounded to nearest \$1,000

** exception for equipment*

Direct Costs – Year 1

	<u>Cal Mos</u>	<u>Req. Salary</u>	<u>Fringe Benefits</u>	<u>Funds</u>
A. Senior/Key Person				
Principal Investigator (PI)	2	20,833	7,000	27,833
Co-Investigator	0.5	8,221	2,762	10,983
B. Other Personnel				
Postdoc (Research Assoc)	12	52,704*	11,121	63,825
Grad Student (Res Asst)	12	28,000**	4,536	32,536
C. Equipment – Microscope				19,000
D. Travel - (2 meetings)				4,000
E. Participant/Trainee			usually left blank	
F. Other Direct Costs				
Materials/Supplies				25,533
Publication Costs				1,500
Subaward/Consortium/Contractual costs				none
Tuition Remission				12,000
G. Total Direct Costs				197,210

* Based on 2020
NRSA stipend levels,
NOT-OD-20-070
**Sum of Graduate
Student support
(salary, fringe and
tuition) may not
exceed NRSA postdoc
zero level stipend,
NOT-OD-02-017

Direct Costs - Add it all up

- Calculate the direct costs for the first year.
 - **(in the example, Year 1 budget = \$197,210)**
- Calculate the direct costs for subsequent years taking into account salary and research cost increases (e.g., 3% per year) and changes in funds requested for equipment.
 - **Year 1 = \$178,210 + \$19,000 [equipment]**
 - **Year 2 = \$183,556**
 - **Year 3 = \$189,063**
 - **Year 4 = \$194,735**
 - **Year 5 = \$200,577**

Determining the Need for a Modular Budget?

- Calculate the total direct costs for all years
 - **Total direct costs for 5 years = \$946,141**
- Divide total by the number of years requested
 - **Average direct costs = \$189,228/year**
- **Investigator-initiated R01s up to \$250,000/yr must use modular format***
 - *Except applications from foreign (non-U.S.) institutions*

Converting Average Direct Costs to the Modular Format

- Round up to the next module (number divisible by \$25,000)
 - In the example, \$189,228/year rounds up to \$200,000/year
- No yearly increases for inflation
- First year may include additional modules for one-time expenses like equipment

In this example, PI adds one additional module to year 1 = \$225,000

Record Modular Budget:

PHS 398 Modular Budget, Period 1

A. Direct Costs		Funds Requested (\$)
*Direct Cost less Consortium F&A		\$225,000
Consortium F&A		\$ 0
*Total Direct Costs		\$225,000
B. Indirect Costs		Funds Requested (\$)
MTDC [less equipment \$19K, tuition \$12K]		\$194,000 [DC base]
Indirect cost rate [55%]		\$106,700
C. Total Direct and Indirect Costs		Funds Requested (\$)
(A + B)		\$331,700

Record Modular Budget:

PHS 398 Modular Budget, Periods 2-5

A. Direct Costs		Funds Requested (\$)
*Direct Cost less Consortium F&A		\$200,000
Consortium F&A		\$ 0
*Total Direct Costs		\$200,000
B. Indirect Costs		Funds Requested (\$)
MTDC [less tuition]		\$188,000 [DC base]
Indirect cost rate [63%]		\$103,400
C. Total Direct and Indirect Costs		Funds Requested (\$)
(A + B)		\$303,400

What if I have a collaboration with an investigator at another institution that requires funds?

This requires a consortium (subaward) agreement
NIH will only make one grant award (parent)

- Your Budget will list costs for Consortium/Subaward Costs (consortium budget)
- Your Co-I/Co-PI/MPI will need to prepare a budget for the consortium to be included in the application
- If the grant is awarded the consortium will have a contractual arrangement with your institution
- An application with a Consortium does not automatically require a Detailed Budget

R01 Budget with Consortium Costs

- Prepare an itemized budget for the parent award
- Prepare an itemized budget for consortium/subcontract costs, including:
 - Personnel
 - salary and benefits \$33,000
 - Travel
 - professional or investigator meeting \$2,000
 - Other Direct Costs
 - Materials and Supplies \$10,000
 - Total Direct Costs = \$45,000

Total Consortium Costs

- Consortium Direct Costs = \$45,000
- Consortium F&A
 - consortium institution (at 50%) \$22,500
- **Consortium Total Costs = \$67,500**

*Remember you may round to the nearest \$1,000

Direct Costs – Year 1 with Consortium

		Base Salary	Cal Month	Req Salary	Fringe Ben	Req Funds
A. Senior Personnel						
	PI	125,000	2	20,833	7000	27,833
	Co-I	197,300	0.5	8,221	2,762	10,983
B. Other Personnel						
	Postdoc		12	52,704	11,121	63,825
	Graduate Student		12	28,000	4,536	32,536
C. Equipment	Microscope					19,000
D. Travel	2 meetings					4,000
E. Other Direct Costs						
	Materials / Supplies					25,533
	Pub Costs					1,500
	Subawards/Consortia/Contracts					68,000
	Tuition Remission					12,000
						265,210

Should you request a modular budget?

R01 Grant with Consortium Budget

**Submit as a modular budget
when requesting Direct Costs at or below
\$250,000 per year...**

... excluding Consortium F&A costs.

Modular Grant with Consortium Budget

In the example,

Year 1 – Itemized Total DC = \$265,210

minus Consortium F&A - \$ 22,500

Year 1 – Itemized DC excluding F&A = \$242,710

Year 1 – Itemized DC = \$223,710 + \$19,000 [equip]

Year 2 – Itemized DC = \$229,056

Year 3 – Itemized DC = \$234,563

Year 4 – Itemized DC = \$240,235

Year 5 – Itemized DC = \$246,077

Average Direct Cost per yr (less consortia F&A) = \$234,728

Round up to the next module = \$250,000

Record Modular Budget with Consortium: PHS 398 Modular Budget, Period 1

A. Direct Costs	Funds Requested (\$)
*Direct Cost less Consortium F&A	\$250,000
Consortium F&A	\$ 22,500
*Total Direct Costs	\$272,500

The total direct costs requested are allowed to exceed the modular maximum (\$250,000) by the amount of F&A associated with the subcontract (\$22,500).

Record Modular Budget:

PHS 398 Modular Budget, Period 1

A. Direct Costs

Funds Requested (\$)

*Direct Cost less Consortium F&A

\$250,000

Consortium F&A

\$ 22,500

*Total Direct Costs

\$272,500

B. Indirect Costs

Funds Requested (\$)

Direct costs [less consortium TC: \$68,000]

\$204,500

MTDC [- equip, -tuition, + consortium first \$25k*] \$198,500 [base]

Indirect cost rate [55%]

\$109,175

C. Total Direct and Indirect Costs

Funds Requested (\$)

(A + B)

\$381,675

** Up to \$25,000/each consortium total costs*

Record Modular Budget:

PHS 398 Modular Budget, Period 2

A. Direct Costs

Funds Requested (\$)

*Direct Cost less Consortium F&A

\$250,000

Consortium F&A

\$ 22,500

*Total Direct Costs

\$272,500

B. Indirect Costs

Funds Requested (\$)

Direct costs [less consortium TC: \$68,000]

\$204,500

MTDC [-tuition]

\$192,500 [base]

Indirect cost rate [55%]

\$105,875

C. Total Direct and Indirect Costs

Funds Requested (\$)

(A + B)

\$378,375

** Up to \$25,000/each consortium total costs*

R01 Budget Reminders

- All budget requests to NIH for R01 applications use:
 - the **modular format** when requesting direct costs of \$250,000 or less each year
 - the **non-modular format** when requesting direct costs greater than \$250,000 in any year, or if the application is submitted from a foreign institution
- When including collaborators at different institutions
 - Consortium F&A costs are not factored into the modular direct cost limit

More Money?

- **Applications requesting \geq \$500,000 DC** in any single year – applicant **must** seek permission to submit from Institute staff at least 6 weeks before submission.
- **Multiple Principal Investigator R01** is intended for projects that clearly require a “team science” approach. The Multiple PI option should not be used as a means to justify a large budget request.
- **Well-funded investigators** should consult with Institute staff regarding policies for support of new research projects in well-funded laboratories.

Common Budget Errors

- **Exceeding FOA budget amount**
- **Used a modular budget when a detailed budget is needed**
- **Budget exceeds \$500K and did not request permission to submit**
- **Modular budget request did not request F&A for consortia**
- **Costs in budget differ from justification**
- **Calendar months effort does not equate to the requested salary**
- **Miscalculation of F&A**
- **Not contacting NIH Staff!**

Other Considerations

How is the Budget used by Reviewers and Program Officials?

Budget considerations are administrative

- **Budget is not used by reviewers to assess scientific merit**
- **The Budget is discussed/reviewed after the scientific merit is assessed and application is scored**
- **But**
 - Budget presentation and justification reveals to reviewers the applicant's understanding of what it takes to accomplish the proposed research

Reviewers' recommendations on the budget are usually followed by program staff

Didn't Receive the Amount Requested?

- **Study section may recommend reductions in amount and time**
 - Applicants may discuss with Program Officer if IRG-recommended reductions can be restored
- **Funding institute may reduce budget further and limit years of support**
 - Funding Strategy for many NIH ICs includes an administrative cut
 - Funding decisions cannot be appealed
 - Discuss with Program Officer if reduction causes hardship

A grantee seeking to revise the project aims because of reductions in time or budget may do so only with prior approval from the program officer.

Other Considerations

- **Ideally, the science drives the budget and justification**
- **Budgets must be consistent with grantee institutional policies and practice**
- **Request reasonable amounts based on current conditions and need**
- **Don't request contingencies or uncommitted promotions**
- **Justify everything, especially the unusual large ticket items, and year to year variations**

Award Policy Issues

To Whom is the Grant Awarded?

The Institution

Who is Responsible?

The Institution

The Authorized Organizational Representative

The Principal Investigator

The Departmental Administrator

The Department Chair

Pre-Award Costs

- **Pre-award costs** are those incurred prior to the beginning date of the project period or the initial budget period of a competitive segment
- **Permissible up to 90 days prior to the start date of a competing award if costs:**
 - Are necessary to conduct the project, and
 - Would be allowable under a potential award without prior approval
- Spending is **at grantee's own risk** and expense
 - This is at the discretion of the grantee institution
- Spending greater than 90 days in advance requires prior approval
- Costs need to be both **allowable** and **carefully managed**

*Pre-award costs are **not allowed for certain mechanisms**, including fellowships (F) and training grants (T)

The Notice of Award (NoA) and You

- **Always read the Notice of Award!**
- **The NoA explains the details of the grant award**
 - Drawing down funds constitutes acceptance of terms
- **Verify budget request along with the funding institute policy**
- **Please read carefully, and understand the terms**
- **If funds are restricted:**
 - adhere to the restriction
 - obtain the needed documentation to remove restriction
- **Follow the funding regulations and policies**

If you have questions contact your grants management specialist and program officer!

Award Restrictions

- Any spending restrictions will be listed in the Notice of Award (NoA), Section IV
- Restricted funds must be tracked by grantee to ensure compliance
- Only applied to a particular grant for cause
- Examples:
 - Restrict equipment funds pending receipt of current price quote
 - Prohibit human subjects research pending IRB review
- **ASK NIH** first if you have questions!

Always read your Notice of Award!

Other Terms of Award

- **Program regulations: 42 CFR Part 52 - Grants for Research Projects**
- **Program and appropriation legislation**
- **45 CFR Part 75 - HHS rules and requirements that govern the administration of grants**
- **NIH Grants Policy Statement - compendium of several regulatory requirements applicable to grants and cooperative agreements**

Research Based on Award Budget

- Build a budget for the dollars and years that are indicated in the Notice of Award
- For modular grants, build in any increases in spending over duration of grant
- Prioritize research work and get started
- **Changes?** Ask Grants Management/Program Staff BEFORE you implement
- **Delays?** Unspent funds may be carried forward if appropriately justified/explained

Additional Thoughts

- Most taxpayers think a **\$1M+ award is a lot of money**. Spend it wisely.
- **Contact Program or Grants Management Staff with Budget problems or questions EARLY!**

Resources

- NIH OER Grants and Funding Information
 - http://grants.nih.gov/grants/about_grants.htm
- SF424 R&R guides and FAQs
 - <http://grants.nih.gov/grants/funding/424/index.htm#inst>
 - http://grants.nih.gov/grants/ElectronicReceipt/faq_full.htm
 - <http://grants.nih.gov/grants/funding/modular/modular.htm>
- PHS 398 instructions (paper submissions only)
 - <http://grants.nih.gov/grants/funding/phs398/phs398.html>
- NIH Program and Grants Management staff
 - <https://ned.nih.gov/search/>

Resources

- Other experienced individuals at your institution
<https://rsp.wisc.edu/ResearchContact/>
- Your institutional Sponsored Programs Office
www.rsp.wisc.edu

Thank you for your attention.

Questions?

*Becky Bound, PreAward Research Administrator, UW Carbone
Cancer Center*

rebecca.bound@wisc.edu

also available via MS Teams

Christy Schulz, Sr. Grant Administrator, SMPH Dean's Office

crschulz@wisc.edu

also available via MS Teams

Let's Continue this Conversation

Go to the **Symposium Event Team** in **MS Teams** and find our session's channel.

Post additional thoughts or questions there and engage with us and others throughout the day.