Office of Research
Development
Workshop 2023-2024
Academic Year

How to Thrive and Survive Once You Receive Grant Funding: Best Practices in Post-Award Management

October 11, 2023
2:00-3:30 pm
Grants and Contracts Administration

Tracy Walters, Director
Su Cole, Associate Director
Julie Cole, Senior Manager, Sponsored Compliance and Training

230 Kappa Street, Suite 200

https://www.clemson.edu/research/grants-contracts/
Welcome!
This workshop is intended to provide helpful strategies about financial management for sponsored program awards, and how funded projects are financially managed at Clemson University.

We hope you leave with helpful tips for financial oversight and proactive actions to take for successful project management.
“Pulse Poll”

Please consider questions you may have regarding managing your award and place them in the “Chat”.

We will do our best to address your specific questions during this presentation.
Support to Faculty during the Life Cycle of a Sponsored Project

Post-Award Services
Grants and Contracts Administration (GCA)

Sponsored Project Lifecycle

Pre-Award Services
Office of Research Development (ORD)
Office of Sponsored Programs (OSP)
Office of Research Compliance (ORC)
Office of Industry Contracts (CUIC)
Coordination and Support with Federal Sponsors to ensure regulatory and performance requirements are met.

1. Support to Faculty and Staff in managing awarded projects.

2. Support to Clemson University in ensuring a productive and compliant environment for sponsored programs.

3. Coordination and Support with Federal Sponsors to ensure regulatory and performance requirements are met.
Clemson University supports the efforts and initiatives by Clemson faculty in seeking external funds (grants and contracts support).

Almost all sponsored projects are awarded to Clemson University on a “cost reimbursable” basis – Clemson must first spend funds from Clemson sources and then seek reimbursement from the external sponsor.

To ensure appropriate expenditures, Clemson has developed an infrastructure for appropriate spending, and created mechanisms to support faculty in financially managing their projects.

The PI has the ultimate responsibility of spending funds in accordance with federal, state and other sponsoring entities.
Anticipating Post-award Questions

- **Travel Costs**: Solely dedicated to the project, International Travel Allowable Travel Charges
- **Project Changes**: Rebudgeting, Change in PI and/or Key Personnel, Change in Subrecipients
- **Data Security Costs**: Data Sharing Plans and Storage, International Considerations
- **Potentially Questionable Costs**: Clerical and Administrative personnel, Computers, laptops, etc., Common Supplies, Renovations, Participant Support
- **Timing of Charges**: Will all personnel be needed at the start of the projects (recruitment and hiring times), How quickly can Clemson process equipment purchases, subrecipient agreements, Consultant/Contractor agreements
- **Reporting & Publications**: Final reporting deadlines and interim reports (Example: if reporting is predicated on subrecipient input, or a consultant report – timing is essential, Planning ahead for publication costs
Post-Award Phases

Helpful Tips for PIs
When you anticipate receiving an award:

Risk Account Requests

- Risk account project setup – in advance of award documents being received at Clemson
  - Sponsor needs to allow pre-award spending (normally 90 days in advance of a project start)
  - Letter of Intent to fund a project from the Sponsor
  - PI would like to start working on project/hiring staff/etc.
  - Risk Project Request/Approval Form on GCA website
    [https://media.clemson.edu/research/gca/risk-request-form.pdf](https://media.clemson.edu/research/gca/risk-request-form.pdf)

  PI/Department is taking on the risk should the project not be funded, it will be the responsibility of the department to cover all costs incurred.

Remember….almost all sponsored programs are “cost reimbursable.” Clemson will not recover funds for charges that are not allowable, including being outside of the approved project period.
GCA sends out an email packet to: PI, College Post Award Contact (CPAC), Grant Administrator (GCA), GCA Subaward Administrator if subrecipients were listed in the proposal.

The packet contains:
- The Notice of Award from the sponsor (NOA)
- A Project Worksheet (summary of the award with essential information)

GCA requests an acknowledgement of receipt from the PI within two business days in order to activate the award.

This interaction is intended to ensure that the PI and all involved in helping to manage the project have the same essential information.
CONGRATULATORY EMAIL

Dear Dr. Jones –

Congratulations on your new Sponsored Award.

A new Clemson project/grant number has been established, and the official award notification and award document are attached. **Amber Kilpatrick Martin** will be the University level Grants Administrator for your project in Grants and Contracts Administration (GCA) who facilitates post-award communications with the sponsor, while your College Grants Administrator/Coordinator staff may assist with the day-to-day administration of the project. IF you have a sub-award on this project, you will be contacted by the sub-award Administrator for initiation and/or modification of the sub-award. If you have collaborators on this project, you will need to notify them of this award.

**IN ORDER TO ACTIVATE THE CU PROJECT NUMBER:**
Within two days of receipt of this email, please review the award documents carefully for terms, conditions and reporting requirements, and acknowledge acceptance by kindly clicking the “reply all” with the following statement:

“I acknowledge that I have received a copy of the award document. I have read, understand and accept my obligations and commitments under this award.”

Your award will be activated upon receipt of this acknowledgement by **Amber Kilpatrick Martin**(amart24@clemson.edu).
PI Acknowledgement

I acknowledge that I have received a copy of the award document. I have read, understand and accept my obligations and commitments under this award.

Thank you,
Dr. Jones

Grant Administrator activates project account number to allow expenses to begin.
Notice of Grant Award (Agreement)

PI best practice: Review specifics and ensure budget period and project period are correct; direct costs match to submitted budget; note the direct costs for the first budget period.

<table>
<thead>
<tr>
<th>Recipient Information</th>
<th>Federal Award Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Recipient Name</strong></td>
<td><strong>11. Award Number</strong></td>
</tr>
<tr>
<td>CLEMSON UNIVERSITY</td>
<td>1R35GM147464-01</td>
</tr>
<tr>
<td>201 Sikes Hall</td>
<td><strong>12. Unique Federal Award Identification Number (FAIN)</strong></td>
</tr>
<tr>
<td>CLEMSON, SC 29634</td>
<td>R35GM147464</td>
</tr>
<tr>
<td><strong>2. Congressional District of Recipient</strong></td>
<td><strong>13. Statutory Authority</strong></td>
</tr>
<tr>
<td>03</td>
<td>42 USC 241. 42 CFR 52</td>
</tr>
<tr>
<td><strong>3. Payment System Identifier (ID)</strong></td>
<td><strong>14. Federal Award Project Title</strong></td>
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<tr>
<td>1576000254A1</td>
<td>Deciphering macrophage versus neutrophil signaling and effector functions in immune responses in vivo</td>
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<tr>
<td><strong>4. Employer Identification Number (EIN)</strong></td>
<td><strong>15. Assistance Listing Number</strong></td>
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<td>576000254</td>
<td>93.859</td>
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<td><strong>5. Data Universal Numbering System (DUNS)</strong></td>
<td><strong>16. Assistance Listing Program Title</strong></td>
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<td>042629816</td>
<td>Biomedical Research and Research Training</td>
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<tr>
<td><strong>6. Recipient’s Unique Entity Identifier</strong></td>
<td><strong>17. Award Action Type</strong></td>
</tr>
<tr>
<td>HZBMX6L5K58</td>
<td>New Competing</td>
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<tr>
<td><strong>7. Project Director or Principal Investigator</strong></td>
<td>Yes</td>
</tr>
<tr>
<td>[Redacted]</td>
<td><strong>18. Is the Award R&amp;D?</strong></td>
</tr>
<tr>
<td>[Redacted]</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Authorized Official**
Brittney Robertson Calvali

**Federal Agency Information**

| **9. Awarding Agency Contact Information** |
| Anna Hahn |
| NATIONAL INSTITUTES OF GENERAL MEDICAL SCIENCES |
| hahnann@mail.nih.gov |
| (301) 594-5506 |

| **10. Program Official Contact Information** |
| Xiaoli Zhao |
| NATIONAL INSTITUTES OF GENERAL MEDICAL SCIENCES |
| xiaoli.zhao@nih.gov |
| (301) 594-0833 |

| **19. Budget Period Start Date** | **End Date** |
| 07/15/2022 | 05/31/2023 |
| **20. Total Amount of Federal Funds Obligated by this Action** | $335,500 |
| 20a. Direct Cost Amount | $220,000 |
| 20b. Indirect Cost Amount | $115,500 |

**Summary Federal Award Financial Information**

| **21. Authorized Carryover** |
| **22. Offset** |
| **23. Total Amount of Federal Funds Obligated this budget period** | $335,500 |
| **24. Total Approved Cost Sharing or Matching, where applicable** | $0 |
| **25. Total Federal and Non-Federal Approved this Budget Period** | $335,500 |

| **26. Project Period Start Date** | **End Date** |
| 07/15/2022 | 05/31/2017 |
| **27. Total Amount of the Federal Award including Approved Cost Sharing or Matching this Project Period** | $335,500 |

| **28. Authorized Treatment of Program Income** |
| Additional Costs |

| **29. Grants Management Officer - Signature** |
| Lisa Moeller |

**Acceptance of this award, including the “Terms and Conditions,” is acknowledged by the recipient when funds are drawn down or otherwise requested from the grant payment system.**
PI best practice - Review the award letter and pay attention to specific guidance:

- Note the FCOI requirements
- Note the requirement to acknowledge NIH in all publications (there have been many recent audits on this issue)
PI best practice
Plan ahead for possible budget changes that may require Clemson or sponsor prior approval.
**Award Notification for Project/Grant Number 2015506**

**Please review award document carefully for sponsor requirements**

**Expenditure Chartfield String:** 20-201-xxxx-0314-209-2015506  
**Proposal Processing Number:** 202200458

**Award Status:** Awarded  
**Is Cost Share Required?** No  
**Awarded:** 202200458  
**Awarded:** $222,990.00  
**Direct Increment Auth.:** $222,990.00  
**F&A (Indirect) Awarded:** $112,510.00  
**F&A (Indirect) Increment Auth.:** $112,510.00  
**Total Awarded:** $335,500.00  
**Total Increment Auth.:** $335,500.00

**PI Name and Employee ID:**  
**Project Title:** Deciphering Macrophage Versus Neutrophil Signaling and Effector Functions in Immune Responses in Vivo

**Sponsor Name:** National Institutes of Health  
**Sponsor Award Number:** IR35GM147464-01  
**Start Date:** 7/15/2022  
**End Date:** 5/31/2027

**Award Notes:**  
**Awarding Agency Contact Info:** Anna Hahn, Hahnann@mail.nih.gov  
**Grants Management Officer:** Lisa Moeller  
**Program Official Contact Info:** Zixi Zhao, zixi.zhao@nih.gov

**Annual reports must be due 90 calendar days after the reporting period; quarterly or semiannual reports must be due 30 calendar days after the reporting period.**

**The final performance report will be due 90 calendar days after the period of performance end date.**

**An unobligated balance may be carried over into the next budget period without Grants Management Officer prior approval.**

**Required Reports:**  
- SF425  
- Annual  
- Technical  
- Progress  
- Final  
- Quarterly

**PI Note: Progress Reports and Technical Reports are the responsibility of the Principal Investigator.**

### Budget

<table>
<thead>
<tr>
<th>Department</th>
<th>Account</th>
<th>Program Code</th>
<th>Class</th>
<th>Budget Amount</th>
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<td>FACADM</td>
<td>RESCH</td>
<td>209</td>
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<td>209</td>
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<td>0314</td>
<td>GRAD</td>
<td>RESCH</td>
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<td>-24,000.00</td>
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<tr>
<td>0314</td>
<td>OTHER</td>
<td>RESCH</td>
<td>209</td>
<td>-88,840.00</td>
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<td>SPNGAD</td>
<td>RESCH</td>
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<tr>
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<td>RESCH</td>
<td>209</td>
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<td>UCLASS</td>
<td>RESCH</td>
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<td>WAGES</td>
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<td><strong>Subtotal for Dept. 0314</strong></td>
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<td></td>
<td><strong>$335,500.00</strong></td>
</tr>
<tr>
<td><strong>Total Budget for Project</strong></td>
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<td></td>
<td></td>
<td><strong>$335,500.00</strong></td>
</tr>
</tbody>
</table>

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**Project Worksheet**

- One page summary of new project account setup
- Full chartstring
- Project Title
- Sponsor/Sponsor Reference Number
- Begin and End dates
- Budget awarded
- Award Notes
- Reporting requirements
  - Technical/Progress Reports - PI
  - Financial – Reports/Invoices - GCA
  - Detailed Budget

**PI best practice – Review for accuracy**

Identify any errors or adjustment and notify the GCA grant management officer

Note carefully the dates of the reporting requirements
Project Management – Roles and Responsibilities

**Principal Investigator & Departmental Support (CPAC)**
- Administers award in accordance with Sponsor Guidelines.
- Review sponsor guidelines for terms of award and ensures adherence to sponsor guidelines and institutions policies.
- Initiate salary distributions, purchase requisitions, check requests, expense reimbursements, and purchasing card transactions to appropriate sponsored projects.
- Monthly review of all charges

**Grants and Contracts Administration**
- Review sponsor guidelines for terms of award and ensures adherence to sponsor guidelines and institutions policies.
- Provides guidance to PI/CPAC regarding allowability of costs.
- Approve expense transactions on sponsored projects.
**Project Management – Roles and Responsibilities**

**Principal Investigator & Departmental Support (CPAC)**

- Initiate request for expense corrections (cost transfers) to include system generated documentation reflecting original expense entry and justification
- Initiate rebudget requests
- Timely submission of cost share supporting documentation, where applicable
- Requests for No Cost Extensions to GCA
- Preparation of carryover request (if approval required)
  - Provide Carryover Request Letter
  - Provide detailed Carryover Budget

**Grants and Contracts Administration**

- Process cost transfer request for approval in PeopleSoft system
- Process rebudget requests (Budget Amendments - BAs)
- Submission of No Cost Extension Requests to Sponsor
- Submission of Carryover Request to Sponsor
## Project Management – Roles and Responsibilities

### Principal Investigator & Departmental Support (CPAC)
- For sponsored projects in its final year, clear encumbrances/POs
- Confirm Final Direct Costs
- Resolution of overdraft (over expense) or unused funds on sponsored projects

### Grants and Contracts Administration
- Final review of charges on grant to ensure compliance
- Refund unspent funds to Sponsor
- Preparation of financial reports
  - Federal Financial Report (FFR)
  - Report of Expenditures
- Submission of Final Invoices
- Collections/Payments of invoices
- Liaison with Audit Requests (Internal and External)
  - Program-specific
  - A-133 audit
GCA Subrecipient Monitoring

- GCA issues Subaward Agreement to collaborating institutions as defined in the original submission and works with the PI to identify potential changes, etc.
- Changing a subrecipient that is different from the proposal or represents a change in subrecipient scope requires sponsor approval.
- Collaborating Institution sends invoices to Grant Administrator (GA)
  - GA reviews invoice for period of performance
  - Available funds per subaward agreement
  - Sends invoice to PI for approval
  - Forwards approved invoice to Grants Transactional Services (GTS) team for payment processing

PI best practice – Coordinate with GCA for any changes/modifications to proposed subrecipients. Monitor programmatic progress of each subrecipient. Notify GCA of issues with either invoicing and/or progress. Ensure subrecipient invoices accurately reflect work as expected.
Prior Approval Requests

Certain actions require Clemson to seek sponsor approval. GCA serves as the liaison with Sponsors to facilitate and submit project changes for:

- Personnel changes (Key Personnel - Named on the Notice of Grant Award)
  - Transfer to a new institution
  - Naming a new PI
  - Effort reductions greater than 25% of Key Personnel
- Scope changes
- Budget adjustments which exceed sponsor guidelines
- Purchases of equipment > $25K (for some sponsors)
- Adding a new subrecipient to the project
- Early termination of a project
- No Cost Extensions – Extensions of time without additional funding (for second requests – Clemson may approve first time requests for No Cost Extension)
- Miscellaneous other requests which may need prior sponsor approval

PI best practice – These issues reflect the progress and/or changes in the project and may also indicate the need to communicate with the sponsor to address significant change or revision. Coordinate with GCA to identify and resolve.
Setting up an awarded project for success

Anticipating potential questions about financial project management:
When appropriate, identify certain types of costs that may require additional justification and justify these in the proposal budget for both internal and sponsor review and approval:

- Clerical and/or administrative support personnel
- Large equipment purchases
- International travel
- Multiple subrecipients/contractors
- Publication charges
- “Common” supplies such as office supplies, etc.
- Meals, other food costs
- Gifts/Incentives
- Space renovations

These may require additional review, and may not be allowed after the award is made, or may require sponsor review and approval.
Consider timing for specific actions

Anticipate special project requirements for efficient financial project management:

- Purchase of large equipment that may require additional Clemson review and approval and may delay delivery
- Maintaining Cost Sharing records/Work with your CPAC associate
- Subrecipient oversight/invoice review to ensure appropriate progress
- Additional reporting requirements and disclosures from specific terms and conditions
- Do you need an extension of time to complete the specific aims of the project? Let GCA know ASAP, at least 60-90 days prior to the end date.
Consider timing for specific actions

Anticipate personnel requirements and ensure that all personnel actions to place personnel on the project are done in a timely manner.

Manage/provide oversight to personnel on a regular basis to ensure progress and effort management.
# Allowable Versus Unallowable on Federal Awards

<table>
<thead>
<tr>
<th>Generally Allowable as Direct Cost</th>
<th>Generally NOT allowable to be DIRECTLY charged to a Federally sponsored project</th>
<th>Always Unallowable</th>
</tr>
</thead>
<tbody>
<tr>
<td>PI/Faculty salaries</td>
<td>Administrative and clerical salaries</td>
<td>Alcohol as entertainment</td>
</tr>
<tr>
<td>Technical research support personnel salaries</td>
<td>Telecommunications (local phone, cell phone, pager)</td>
<td>Entertainment</td>
</tr>
<tr>
<td>Associated fringe benefits</td>
<td>Postage (USPS, FedEx, UPS)</td>
<td>Bad debt</td>
</tr>
<tr>
<td>Laboratory supplies</td>
<td>Dues and memberships</td>
<td>Lobbying costs</td>
</tr>
<tr>
<td>Specialized scientific equipment</td>
<td>Office supplies/computer supplies</td>
<td>Goods or services for personal use</td>
</tr>
<tr>
<td>Travel</td>
<td>Subscriptions, books, periodicals</td>
<td>Cost overruns</td>
</tr>
<tr>
<td>Publication costs</td>
<td>General purpose equipment used for general office purposes (fax, copier, etc.)</td>
<td>Public relations to promote the institution</td>
</tr>
<tr>
<td>Animal Care/Human Subjects costs</td>
<td>Staff recruitment and relocation</td>
<td>Selling and marketing</td>
</tr>
<tr>
<td>Consortium costs</td>
<td></td>
<td>Organized fundraising</td>
</tr>
<tr>
<td>Patient care costs</td>
<td></td>
<td>Alumni activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Civil defense</td>
</tr>
<tr>
<td>Items that need additional review:</td>
<td></td>
<td>Housing allowances and personal living expenses for/of the institution’s officers</td>
</tr>
<tr>
<td>Recruitment costs (travel, advertising, etc.) for personnel directly associated with a specific sponsored project</td>
<td>These items may require special permission prior to charging. Please check with your CPAC associate for clarification.</td>
<td>These items should never be charged to a Federal award. Non-Federal sponsored projects may have similar rules.</td>
</tr>
<tr>
<td>Alcoholic beverages purchases when alcohol is used in specific research</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any items appearing in the Generally NOT allowable to be DIRECTLY charged to a Federally sponsored project column</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Personnel Costs

• Personnel costs are the single largest cost item in Clemson’s Sponsored Programs portfolio
• Identify personnel to be added to the project at time of award
• Plan for adjustments as needed throughout the project lifetime
• Review and adjust monthly and ensure effort is consistently reported
• Be cautious about reducing effort on key personnel

The project has been funded and Clemson has accepted the award and I am using the correct Fund #.

ALLOWABLE CHARGE?
Yes, these items were included in the budget and approved by the sponsor

REASONABLE?
Yes, the cost of these items is consistent with what a "prudent person" would pay

ALLOCABLE?
Yes, I plan to use these items solely for work on this project

CONSISTENT WITH CLEMSON PRACTICE?
Yes, Clemson allows this type of purchase, using Clemson systems

SUFFICIENT FUNDS?
Yes, I have checked the budget and there are sufficient funds to allow for this charge
Possible Issues in Project Management:

Cost Transfers – Corrections of an expense which have already posted to your project account

The process of moving a charge from one source to another – one of which is a sponsored project

Auditors review for the number, frequency and $ value of cost transfers to determine if Clemson University has appropriate controls to ensure that initial charges are correct

PI best practice – Review charges on a regular basis. Keep your CPAC associate advised of changes or omissions in charging effort. Do not move charges from one sponsored project to another to avoid cost overruns, etc.
Closeout – **NOT** adhering to submitting FINAL close out documents to the sponsor as a requirement of accepting the award.

Submitting final invoices, financial reports, invention statements/patents and possibly final progress reports on behalf of research faculty.

**PI best practice** – Monitor expenditures and “Rate of Burn” of sponsored program funds to anticipate potential underspend/overspend scenarios throughout the life of the project.

Be mindful of certain charges/actions in the last 90 days of a project that may raise audit concerns:

- Excessive numbers of cost transfers, especially on to a sponsored project
- Late purchases of equipment
- Excessive purchase of lab supplies
- Payroll charges after the end date indicating personnel were not moved off the project in a timely manner
Importance of Reconciliation: Tools for the Investigator

- Faculty Business Information System (FBIS)
  - https://fbis.app.clemson.edu

### Project Direct Expenditures

**Hover to see more info, click the Project ID to drill to Payroll and Journal Entries**

**Legend**

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Dept ID</th>
<th>Account</th>
<th>Acct. Description</th>
<th>Actuals to Budget</th>
<th>% of Budget Spent</th>
<th>Project Balance</th>
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<td></td>
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<td>2010270</td>
<td></td>
<td></td>
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</table>

**1. Project Payroll by Person**

Click on a person to see account detail

- Grand Total: $56,693
- John Doe: $43,806
- Jill Smith: $12,887

**2. Payroll Account Detail**

Click on an account to see all journal entries

- Grand Total: $43,806
- 5051 Uclass Sal - 12 mo: $32,382
- 5221 Pooled Fringes - 12 Mo Emp: $11,424

**3. Payroll Journal Entries**

- Grand Total: $32,382
- 5051 Uclass Sal - 12 mo: $32,382
- HRP0974ELS: $984
- HRP0974EMS: $984
- PRC2806435: ($470)
- PRC2806436: ($851)
- PRC2806437: ($851)
Tools for the Investigator

- **Sponsored Compensation Verification System (CUBS/PeopleSoft)**
  [https://cubsfs.clemson.edu/](https://cubsfs.clemson.edu/)

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**Pl: 00001**  
**Name: Smith, Jane A**  
**Compensation Reporting Period: 01/01/2018 - 06/30/2018**

### Project Details
- **Project: 2020001**  
- **Clean Water3 - Reduce, Remediate, Recycle:**
  - **Project Start Date: 09/01/2014**  
  - **End Date: 09/30/2019**

### Compensation Table

<table>
<thead>
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<th>Name</th>
<th>Amount</th>
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**Total compensation posted during this reporting period (excluding fringe):** $47,962.46

**Approve With Corrections**

- [ ] Approve
- [ ] Payroll Correction Needed
Tools for the Investigator

GCA Website: https://www.clemson.edu/research/grants-contracts/

- Guidance on the Management of your Sponsored Award
- Link to the Pay Verification System (Approvals are required twice per year)
- Polices, Procedures and Forms that will assist and facilitate Sponsored Project Management
- Find staff who can assist you with your questions or concerns.
THANK YOU
Contact Information

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