AGENDA

BPI Research Administration Project Update

Kim Hyde
Associate Manager
Business Practice Improvement

OSP/OGCA Update

Kerry Peluso
Associate VP – OSP/OGCA

Post Award Grants Management

OGCA Roles & Responsibilities

Evelyn Balabis
Director – OGCA

Award Set Up, LOC Draws, ARRA Awards, A-133 Audit

Gyorgyi Katai
Sponsored Research Financial Analyst, Sr. – OGCA

Invoicing

Margaret Matkins
Associate Director – OGCA

Financial Status Reports (FSR’s)

Valeria Rainey
Associate Director – OGCA

Cash Management

Glenda Harrison
Associate Director – OGCA

Clean Up Projects

Jim Fulton
Assistant Director – OGCA

Procurement and Payment Services

Amy DeMore
Customer Service Supervisor
Financial Operations: PTP

Life Cycle in Grants Management:
From P.O. to Encumbrance Alleviation

Post Award Grants Management Panel: Q&A

All

ANNOUNCEMENTS

- NEXT MEETING: March 15th – 9:30 am to 11:00 am
Woodruff Health Sciences Administration Building Auditorium, 1440 Clifton Road N.E. – 1st Floor

- Find information about ERAZ at http://www.or.emory.edu/About_Us/ERAZ.cfm

- Email topics and suggestions for future meetings to eraz@emory.edu.

- Your opinion and thoughts matter. Please complete the survey that will be sent out after this meeting.
BPI Research Administration
Project Update to ERAZ

Office of Business Practice Improvement
January 19, 2012
Reminder: BPI Research Administration Project, Phase 1

• The EVPs and Emory leadership tasked the Office of Business Practice Improvement with leading a cross-functional team to **identify opportunities for improvement in research administration**
  – Scope includes research administration activities that support externally-funded sponsored research (grants and contracts) at the **department level**, **school/unit level**, and at the **Office of Research Administration**

• The BPI Research Administration, Phase 1 project began in August 2010

• **Project Goals**
  – **Identify key problem areas** in research administration
  – **Identify solutions** to address issues, including:
    - “Quick-fix” improvements and implement immediately (as applicable)
    - Identify & frame large-scale efforts for re-design or implementation (Phase 2 Projects)
Timeline: BPI Research Administration Project

Gather Data → Analyze Data → Develop Issues

Aug - Dec, 2011

Complete

- Completed over 100 interviews and focus groups with 300+ faculty, leaders, and staff
- Analyzed 59 responses from a Principal Investigator Questionnaire
- Completed over 50 pages of process maps
- Analyzed data on:
  - Research administration resources
  - Contracts & Clinical Trial Agreements
  - Compass workload
  - Grant proposal submissions

Thematic analysis on what we heard/discovered

Identification of 59 Issues (Note: being revised based on feedback from vetting)

Issues categorized into four Themes

Issues prioritized
Timeline: BPI Research Administration Project

- Purpose of Vetting:
  - Verify that the issues we have heard and identified are captured correctly
  - Ensure that recommendations are being developed against the right set of issues
Four Themes: BPI Research Administration Project

Themes: Research Administration

Systems: Compass & IT Systems

Processes: Inefficient & Complex Processes

People: Variable Skill & Support Levels

Structure: Connectivity & Communication
Next Steps

• Attend a BPI “Vetting Session” (Jan 27th – Feb 2nd)
  – Dates, times, locations, & links to sign up to attend a session will be posted on the BPI website by Friday: [http://bpi.emory.edu](http://bpi.emory.edu)
    (Under “Our Current Projects”, click on “Research Administration, Phase 1”)

• Recommendation Development
  – Working Group will be developing both transformational recommendations and more tactical recommendations

• Contact Kim Hyde or Bill Dracos at [bpi@emory.edu](mailto:bpi@emory.edu) if you have additional questions
Research Administration at Emory
Office of Grants and Contracts
Office of Grants & Contracts

- Evelyn Balabis, Director
- Gyorgyi Katai, Lead Financial Analyst
- Margaret Matkins, Associate Director
- Valeria Rainey, Associate Director
- Glenda Harrison, Associate Director
- Jim Fulton, Assistant Director
Research Administration Environment

Awards
Expenditures
Some Statistical Data

- Total Number of Non-closed awards: 6034
- Total Number of Active awards: 3490
- Total Number of Active Projects: 6312
- Total Number of Accountants working on Invoices and FSR’s: 16
- Each Accountant has ~200 awards and ~400 projects to manage.
Division of Roles and Responsibilities

- Collaborative process
- Division based on compliance issues
  - Who has best knowledge of whether expenditures are appropriate to a research award?
  - Who has best knowledge to review and correct expenditures that are incorrectly charged to a research award?
  - Who has the best knowledge of managing subawards – scope, expenditures, etc.?
## Division of Roles & Responsibilities

### Contract / Award Set Up:

<table>
<thead>
<tr>
<th>OGCA Responsibilities</th>
<th>Department Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Update system with payment information</td>
<td>• Review NOA - check for restrictions and cost share requirements</td>
</tr>
<tr>
<td>• Setup / adjust contract limits</td>
<td>• Notify OSP if there are any errors</td>
</tr>
<tr>
<td>• Review award terms; activate award</td>
<td></td>
</tr>
</tbody>
</table>
Division of Roles & Responsibilities

Active Life of Award

**OGCA Responsibilities**
- Submit invoices (non-Clinical Trial)
- Obtain dept. balance confirmation on submitted FSR's
- Submit interim FSR's
- Submissions require a review of expenditures, budget, cash and F&A
- Review and report cost share, if required
- Manage collections on $ due to the University
- Manage allocation of funds received; Follow up on outstanding payments; Alert department admin if payment outstanding more than 90 days.
- Prepare LOC Quarterly Reporting
- Process requests for Holds, SK inactivation, additional projects, unfreeze requests
- Process adjustments to budgets and carryforward budgets

**Department Responsibilities**
- Allocate expenses appropriately
- Insure only appropriate & allowable expenses are charged to the project
- Remove those that are not
- Obtain CAS exceptions when necessary
- Insure Clinical Trial Invoices are submitted
- Set up and review monthly payroll distributions and expenses
- Manage Cost Share if required
- Manage Program Income if required
- Review ledgers monthly
- Journal any expense that hits in error
- Clear suspense items
- Certify effort; Submit RST's for salary adjustments
- Review expenditures and balance available with PI
- If necessary, ask for NCTE (no cost extension) 30 days prior to the end date
# Division of Roles & Responsibilities

## OCGA Responsibilities
- Review NOA’s & NGA’s - budgets and restrictions
- Review expenditures
- Review and report Cost Share if required
- Review Program Income if required
- Once closeout approval from the department is received, review documents - justifications, sponsor forms, final figures, any adjusting entries
- Communicate questionable items to department
- Reconcile F&A
- Determine final expenditure amount
- Confirm final amount with department
- Complete sponsor forms as required
- Complete FSR / Invoice
- Submit for approval
- Put project on Hold - to insure no further expenditures can hit
- Submit Final to sponsor
- Scan copy into e-files

## Department Responsibilities
- Review expenditures
- Review any restrictions and insure they are handled appropriately
- Complete sponsor forms as required
- Notify feeder systems of alternative source/smartkey when necessary
- Work with AP to clear encumbrances
- Journal off any unallowable expenses
- Complete RSTs for labor adjustments
- Insure that expense and exceptions are well documented
- Reconcile F&A
- Confirm all effort has been certified
- Calculate final expense to be reported to sponsor
- Submit closeout to OCGA 60 days* after termination date

*60 days is based on a 90 day after termination final report due date.
# Division of Roles & Responsibilities

## Closeout

<table>
<thead>
<tr>
<th><strong>OGCA Responsibilities</strong></th>
<th><strong>Department Responsibilities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirm that Compass = GL = FSR for expenditures</td>
<td>Notify OGCA when expenditures have been finalized and project is ready to close out</td>
</tr>
<tr>
<td>Communicate discrepancies to the department</td>
<td>Determine deficit or residual balance</td>
</tr>
<tr>
<td>If residual balance, determine if it should be sent back to the sponsor or transferred to the department as residual balance</td>
<td>If deficit, inform OGCA where deficit should be transferred</td>
</tr>
<tr>
<td>OGCA will transfer deficits to a departmental account where there is an overage of expenditures based on final amount reported to sponsor and notification to the department</td>
<td>If residual balance exists, work with OGCA Accountant to determine if return to sponsor or allowed to transfer to unrestricted research fund</td>
</tr>
<tr>
<td>process return checks to sponsor and transfer residual balances if/when appropriate approvals are in place</td>
<td>Obtain School level approval for residual balances, if required</td>
</tr>
<tr>
<td>Insure system has processed all billable items</td>
<td></td>
</tr>
<tr>
<td>Insure all cash is collected</td>
<td></td>
</tr>
<tr>
<td>Inactivate Smartkey and close</td>
<td></td>
</tr>
</tbody>
</table>
Award Set Up
Award Set Up Process

- Setting up an Award involves the Office of Sponsored Program, the Data Management Group, and the Office of Grants and Contracts and departmental review.

- The process begins with a Proposal in Emory Proposal Express (EPEX). Once the Proposal has been approved and the Award has been negotiated, OSP notifies the Data Management Group (DMG) that a Proposal has been updated to a V102 version in Compass.

- Data Management Group:
  - Generates an Award from the Proposal (V102 version)
  - Creates a Contract
  - Sets up the Budget
  - Sends eNOA to the PI, Department, and OGCA
Operation Area:

- Determines the Contract Type (CR_LOC, CR_NON_LOC, SCHED_PAY, OTHER)
- Activates the Contract (billing, revenue recognition)
- Sets up the Billing Limit, Billing Plans, and Events

Our GOAL is to catch and minimize errors in set up.

How to reach this goal:

- Training staff
- Create Check lists
- Run Exception Reports
Letter of Credit Drawdown
What is a Letter of Credit?

- A Letter of Credit (LOC) is a method of electronic payment between parties.
- Payments for research performed for most federal agencies (DHHS, NSF, USDA, USAID, DED, DOED, etc.) are done through the Letter of Credit payment method.
- The billing process for DHHS and NSF awards runs weekly, usually on Mondays, and monthly for all other agencies.
- The total drawdown (based on actual expenditures) for each award may not exceed the Authorized Amount in the Payment Management System (PMS).
- If the Cumulative Expenditures exceed the Authorized Amount (deficit), the Accountant and Department Administrator must be notified and the deficit be cleared.
- The Contract must immediately be put on HOLD to avoid future billing.
- The Letter of Credit Team performs reconciliation of the awards (Authorized Amount, Cash Receipts, Expenditures).
Federal Cash Transaction Report (SF-272)

- A Federal Cash Transaction Report (Form SF-272) is a type of financial report prepared on a quarterly basis for each Letter of Credit account.
- The Federal Cash Transaction Report for each Letter of Credit account is due 30 days following the quarter end (1/30; 4/30; 7/30; 10/30).
- The reported Cumulative Disbursement Amount (Cumulative Expenditures) may not exceed the Authorized Amount for each document number.
- If the Cumulative Expenditures exceed the Authorized Amount (deficit), a manual adjustment must be made.
- There must be no discrepancies between the Federal Share of Net Outlays reported on the final FSR and the Net Disbursements reported on the Payment Management System's (PMS) Federal Cash Transaction Report (SF-272).
American Recovery and Reinvestment Act (ARRA)
Reporting Requirements

- Reports are due on a quarterly basis (10-14 days after each quarter).
- The reporting due date for all non-Federal primes (federal flow-through) is the 5th calendar day following the quarter end (1/5, 4/5, 7/5, & 10/5), unless required sooner by our prime.
- Reporting is in addition to regular reports, as required by grant awards.
- Cannot be combined with any other reports.
- Non-compliance could be treated as a violation of the award agreement, resulting in termination of the award.
- Most of the information submitted will ultimately be available to the public through www.Recovery.gov on the 30th day after each quarter.
- IMPORTANT! On September 15, 2011, the Office of Management and Budget issued the OMB memorandum M-11-34. Recovery Act projects must be completed by September 30, 2013.
Total ARRA Funding and Expenditures as of December 31, 2011

<table>
<thead>
<tr>
<th></th>
<th>NIH Awards</th>
<th>NSF Awards</th>
<th>HRSA Awards</th>
<th>AHRQ Awards</th>
<th>Federal Work-Study</th>
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<tbody>
<tr>
<td><strong>Total ARRA Funding</strong></td>
<td>$121,883,712</td>
<td>$733,984</td>
<td>$2,061,595</td>
<td>$924,030</td>
<td>$523,928</td>
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<tr>
<td><strong>Total Expenditure</strong></td>
<td>$89,616,616</td>
<td>$606,546</td>
<td>$549,932</td>
<td>$419,770</td>
<td>$523,928</td>
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<tr>
<td><strong>Number of Awards</strong></td>
<td>280</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
Audits of States, Local Governments and Non-Profit Entities
A-133 Single Audit

- An audit is performed annually in accordance with Federal OMB Circular A-133. Any Non-Federal Entity that expends $500,000 or more in Federal awards in its fiscal year is required to have a single audit.
- Emory is required to provide financial and compliance information for all federally funded grants.
- Occasionally, supporting documents of supply and equipment purchases, service charges, cost transfers, etc. are requested from the Departments to help assist in the audit process.
- Documentation is examined by external auditors to determine if the federally sponsored programs were managed in accordance with the applicable laws and regulations.
- Emory is responsible for follow-up and corrective action on all audit findings.
Areas that Auditors Review (but are not limited to)

- **Cost Sharing** - Is cost share required? If so, has cost share been met and documented?

- **Equipment** - Was approval obtained to purchase equipment? Was any equipment purchased within the last 6 months of the project?

- **Rebudgeting** – Is rebudgeting properly justified? Was prior approval obtained, if required?

- **Dates** - Are all transactions within start and end dates of the award?

- **F&A Cost Rate** - Is the correct basis being used (MTDC, TDC)?

- **Effort Reporting Documentation**

- **Financial Reports** – Due dates? Dates that reports were submitted?

- **Subcontracts** – Are subawards reviewed, approved, spent correctly in the proper time period?
Invoicing
Compass Contract Types

- LOC (Letter of Credit)
- NON-LOC (Invoicing)
- Scheduled Payments
- Auto Scheduled Payments
- Hybrids
- Clinical trials
- Other
## INVOICING/BILLING

### Compass Contract Types

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Sponsor Normally requires Invoicing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-LOC (Invoicing)</td>
<td>Yes</td>
</tr>
<tr>
<td>Schedule Payments</td>
<td>Yes</td>
</tr>
<tr>
<td>Hybrid</td>
<td>Yes</td>
</tr>
<tr>
<td>Other</td>
<td>varies</td>
</tr>
<tr>
<td>Clinical Trials</td>
<td>Yes- Dept Invoices</td>
</tr>
</tbody>
</table>
Invoicing

- NOA/NGA review
- Compass Reporting (SPP2242/Project Resource/Journals)
- Reconciliations (Queries)
- Worksheet Templates to complete analysis (Standard)
Invoicing

- Reconcile cash and ensure collected
- Review & report cost share information
- Review & report interest income
- Review & report program income
- Work with department on “final invoice” to make sure all appropriate charges are included.
Invoicing

- Invoicing can be monthly, quarterly, semi-annually reconciliations
- Review expenses for allowability
- Process necessary adjustments (F & A)
- Confirm budgets to NGA
- Confirm expenses in accordance with terms of agreement
- Work with department on deliverables
- Follow up with department on required action items.
Invoicing

- Invoices are based on Task Orders
- Invoices are submitted based on Hours
- Invoices are submitted based on Deliverables
- OGCA still has to submit on Agency form and in their format – 35%
- Time limit to get invoice to Agency (5, 10, 15, 30, 45, 60 days)
Invoicing Initiatives

- Improved Tracking Mechanisms
- Exceptions reports
- Timely Submission of Invoices
- Quality control for accurate submissions
FSR- Financial Status Reports
# Financial Status Reports
## Compass Contract Types

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Sponsor Normally Requires FSR</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOC (Letter Of Credit)</td>
<td>Yes</td>
</tr>
<tr>
<td>Auto Schedule Payments</td>
<td>Yes</td>
</tr>
<tr>
<td>Schedule Payments</td>
<td>Yes</td>
</tr>
<tr>
<td>Hybrid</td>
<td>varies</td>
</tr>
<tr>
<td>Other</td>
<td>varies</td>
</tr>
<tr>
<td>Clinical Trials</td>
<td>No</td>
</tr>
</tbody>
</table>
## Financial Status Reports

### Active Awards

<table>
<thead>
<tr>
<th></th>
<th># Contracts</th>
<th># Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOM</td>
<td>2506</td>
<td>4339</td>
</tr>
<tr>
<td>SPH</td>
<td>381</td>
<td>937</td>
</tr>
<tr>
<td>College</td>
<td>282</td>
<td>368</td>
</tr>
<tr>
<td>Yerkes</td>
<td>179</td>
<td>401</td>
</tr>
<tr>
<td>SON</td>
<td>34</td>
<td>61</td>
</tr>
<tr>
<td>Other</td>
<td>108</td>
<td>206</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>3490</strong></td>
<td><strong>6312</strong></td>
</tr>
</tbody>
</table>
# Financial Status Reports Pre-close

<table>
<thead>
<tr>
<th></th>
<th># Contracts</th>
<th># Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOM</td>
<td>1815</td>
<td>2745</td>
</tr>
<tr>
<td>SPH</td>
<td>303</td>
<td>465</td>
</tr>
<tr>
<td>College</td>
<td>154</td>
<td>181</td>
</tr>
<tr>
<td>Yerkes</td>
<td>137</td>
<td>424</td>
</tr>
<tr>
<td>SON</td>
<td>45</td>
<td>86</td>
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<tr>
<td>Other</td>
<td>90</td>
<td>147</td>
</tr>
<tr>
<td>Totals</td>
<td>2544</td>
<td>4048</td>
</tr>
</tbody>
</table>
## Financial Status Reports

<table>
<thead>
<tr>
<th>FSR</th>
<th>Active Award</th>
<th>Active Projects</th>
<th>Pre-close Award</th>
<th>Pre-close Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOC</td>
<td>1083</td>
<td>2975</td>
<td>701</td>
<td>1855</td>
</tr>
<tr>
<td>Sched Pay</td>
<td>762</td>
<td>1092</td>
<td>798</td>
<td>920</td>
</tr>
<tr>
<td>Totals</td>
<td>1845</td>
<td>4067</td>
<td>1499</td>
<td>2775</td>
</tr>
</tbody>
</table>
OGCA begins each FSR with reviewing the sponsor’s agreement for the following items:

- The Sponsors reporting format and forms.
- Any special terms or conditions such as:
  - interest income
  - program income requirement,
  - cost sharing requirements,
  - re-budgeting requirements
  - the reporting deadline.
Financial Status Reports

- SPP 2242 – This report is Emory University’s General Ledger and is used for our billing and FSR preparation. It contains the budget authorized and expenses as of a specified date. These reports should be reviewed to confirm the accuracy of:
  - Budgets
  - Expenses
  - Encumbrances
  - Fund Balance or deficit/overrun
  - F&AC calculations
  - MTDC base (exclusion from base)
  - Subcontractor payments
  - Allowability of costs – CAS reviews
30-60 Days Prior to Annual/Project End Date:
  Department Review Period
  Identify awards that are scheduled to close or have an annual report due within the next 3-month period and begin financial review (See OGCA helpful Checklist)
  Pay special attention to Foundations, State, County awards, etc that have a shorter report deadline (30-60 day report due)

60 days prior Report Due Date:
  Department Adjustment Period-
  Ensure final expenses, final subcontractor payments are posted to Compass
  Ensure all Cost transfers (Journals and RST’s) are posted to the award.
  Confirm with OGCA accountant the Final numbers to be reported to the Sponsor.

Final 30 Days prior to Report Due Date:
  OGCA final reviews
  OGCA will prepare final FSR
  Confirm balances with Dept/PI
  Submit the report ensuring on-time delivery per the sponsors guidelines.
Financial Status Reports
Award/Project close-out

- Ensure all deliverables have been submitted to the sponsor.
- All cash must be received and posted to the award
- Deficits must be resolved
- Refunds or residual transfers must be processed
- Award close out finalized with the dept
Overview of the Compass System closeout process:
- Encumbrances must be cleared
- Budget exceptions must be cleared
- All Expenses have been Billed and Collected
- Review Cost share / program income
- Check and Close open receivables (all cash received)
- Run trial Balance = 0
- Closed Milestones
- Set each project (within the award) to archive status (will Inactive the SK)
- Set contract status to Close
- Set Billing and revenue plans to completed
- Set the award status to Closed
Financial Status Reports
Current initiatives

- Improve Tracking Mechanisms
- Develop and run Exceptions reports
- Improve accuracy
- Improve timely submission
- Enhance and update Ed series training on Final FSR/Invoice & Closeout Process
Cash Management
Improvements for FY’12 to expedite accurate Cash Applic:

- Daily Receipts go to the Grants Lockbox as of 9/1/11.
- Lockbox Payments containing the proper remittance info are applied immediately in Compass and post immediately to the Sponsor’s account and to the GL.
- Each day’s Lockbox check (including all back up) - are now available in an image file on the Grant secured server. Access is provided via request to ogcacmt@emory.edu.
- Automated Customer Look up and Compass Payment Predictor (3 way match payment application).

Up and Coming Improvements:

- Additional Payment Predictor levels (Automate Under and Over Payment processing).
- Improve Scheduled Payments and Clinical Trial Invoice Tracking and Processing (expedite Budget Updates).
- Automate Sponsor Credit Refund over to Compass AP.
- Better support to Cash and Revenue Reporting (*Training on Cash vs. Accrual (Revenue) Accounting in Compass*).
Clean-Up Projects
Cleanup Projects

- Apply checks from holding account (On Account) to the correct award - 71% Complete
- Reduce Billing Limits to the FSR on Line of Credit Awards - 78% Complete
- Clear deficits on awards with end dates 4/30/11 and prior - 51% Complete
- Create credit invoices for awards with residuals or Sponsor refunds – 92% Complete
- Analyze Invoices created in error – 81% Complete
- Adjust Budgets to the FSR
- Clear charges booked to transfer account (9xxxx) - 60% Complete
Cleanup Projects

- Residual balance transfer to the PI’s discretionary account – 20% Complete
- Reconcile the General Ledger - Claim on Cash and Accounts Receivable 90% Complete
- Reconcile the General Ledger – Deferred Revenue and Unbilled Accounts Receivable
- Clear balances on 60 projects not in the Grants module, but in the GL
- Create process to run invoices in batch
- Close awards that have ended
- Create process to invoice Hybrid Awards
Cleanup Projects

- Calculate and apply interest to cash management awards
- Review awards for correct FAC base
- Move cash to Project Level
- Review differences between Grants and the GL and provide corrective action
- Process lost or late RST’s
Cleanup Projects - Completed

- Ledger Reconciliation – Conversion Issues
- Billing Specialist assignments
- Review and update contract types
- Create report to identify variance between the Project Resource table and the GL
- Correct accounting for equipment – converted to wrong account
- Correct setup on Schedule Pay awards
Useful Links

- OGCA Website
  http://www.ogca.emory.edu/

- NIH closeout

- NIH forms
  http://grants.nih.gov/grants/forms.htm

- eRA Commons
  https://commons.era.nih.gov/commons/
Questions?
Procurement and Payment Services Life Cycle in Grants Management: From P.O. to Encumbrance Alleviation

Emory Research A-Z
January 19, 2012
Procurement and Payment Services Life Cycle in Grants Management: From P.O. to Encumbrance Alleviation

Query: EU_PO_ENCUMBRANCE_BALANCE_2012

Validate the PO was invoiced in full through Emory Express
## Procurement and Payment Services Life Cycle in Grants Management: From P.O. to Encumbrance Alleviation

### EU_PO_ENCUMBRANCE_BALANCE_2012 - Encumbrance Detail

<table>
<thead>
<tr>
<th>PO No.</th>
<th>PO Date</th>
<th>Oper Unit</th>
<th>Dept</th>
<th>Dept Descr</th>
<th>Account</th>
<th>Account Descr</th>
<th>Fund</th>
<th>Class</th>
<th>Program</th>
<th>Event</th>
<th>Smart Key</th>
<th>Project</th>
<th>Project Descr</th>
<th>Vendor</th>
<th>PO Created by</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>12/20/11</td>
<td>62000</td>
<td>113010</td>
<td>Financial Operations</td>
<td>53810</td>
<td>Supplies - Software</td>
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<td>A720</td>
<td>00000</td>
<td>0000</td>
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<tr>
<td>14</td>
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Download results in: Excel Spreadsheet, CSV Text File (15 kb)
Procurement and Payment Services Life Cycle in Grants Management: From P.O. to Encumbrance Alleviation
Procurement and Payment Services Life Cycle in Grants Management: From P.O. to Encumbrance Alleviation

Questions/Support

actspay@emory.edu : Supplier Invoices

e-market@emory.edu: PO Cancellations

encumbrances@emory.edu : Encumbrance Support