

# 1

## Chapter 1

---

### *What is CSUSM Corporation?*

---

#### **Mission Statement**

California State University San Marcos Corporation (CSUSM Corp.) provides support, service and opportunity to advance the goals of the University. Through its commercial operations, sponsored project services, business and financial services and other entrepreneurial operations, CSUSM Corp. generates and manages additional resources and assets in support of the University's existing and emerging programs.

#### **Why We're Here**

CSUSM Corp. was chartered in early 1990 as a non-profit, public benefit corporation, formed to operate in support of the University. It was organized to serve and assist the University by providing or administering certain auxiliary business operations: bookstore, food service operations, conferences and workshops, grants, contracts, campus programs, gifts, and scholarship programs. CSUSM Corp. administers grants, contracts, research projects, and other externally-funded programs. It also accepts donations, gifts, and bequests for university-related use, is responsible for the investment of endowments and other funds, and provides a tax-deductible advantage to the donor. CSUSM Corp. funds are derived from revenue generated by its enterprises and from overhead costs from the projects and programs it administers. The University has charged CSUSM Corp. with the responsibility to be financially self-sufficient. CSUSM Corp. strives in its endeavors to balance its need for self-support resources with its mission to serve the University community.

A Board of Directors, consisting of a student, a faculty member, an alumni member, campus administrators, and members of the surrounding community, governs CSUSM Corp. The Board of Directors oversees the activities of the corporation in accordance with the Articles of Incorporation and Bylaws, appropriate State of California codes, and policy directives of the CSU Board of Trustees and campus administration. The principal function of the Board of Directors is to establish policies and guide the corporation in achieving its objectives.

The CSUSM Corp. Executive Director manages the daily operations of the organization and reports to the CSUSM Corp. Board of Directors.

CSUSM Corp. provides the following services:

- banking and investment services
- budget control and reporting
- campus programs monitoring and financial reporting
- cashiering
- check preparation (A/P)
- collection services (A/R)
- contract preparation and review
- expenditure controls (authorized purchase through purchase order control)
- food service and bookstore contracting
- Sponsored Projects administration
- grants proposal services
- funding based on sponsored project awards
- human resources management, including benefits contracting and administration
- insurance policies administration with comprehensive liability coverage
- scholarship processing
- monthly bank reconciliation
- on-line account access
- office supplies (check stock, mailing, billing, etc.)
- payroll services
- purchasing assistance
- risk management services
- staff support for accounting-related matters
- state and federal compliance audits
- workers' compensation program administration

## **Campus Programs**

CSUSM Corp. provides fiscal and other management services for a broad range of university-related activities. These campus programs augment the educational programs of the University. Funding is provided primarily through gifts and donations to the University or by fees charged for conferences, events or services.

Campus programs include activities relating to the university faculty and staff, and official on-campus organizations. One example is Grant Proposal Seed Money (GPSM) funding awarded to faculty by the Office of Graduate Studies and Research (OGSR).

Some programs also have substantial interaction with individuals, corporations, and organizations in the local community. Examples of these programs are the Alumni Association and the "I'm Going to College" Project.

## **Sponsored Projects**

A significant portion of CSUSM Corp.'s annual fiscal activity involves Sponsored Projects awarded by governmental, nonprofit, corporate and private sponsors for the conduct of research and educational projects, i.e. sponsored projects.

CSUSM Corp., through the Office of Sponsored Projects (OSP), provides post-award support, grant and contract administration, funding based on awards, accounting services, on-line financial reports, sponsor invoicing, human resources services, payroll, and equipment inventory. CSUSM Corp. is audited annually for its Sponsored Projects activities.

OGSR pre-award support offers assistance in finding sources of funding for research and special programs; guidance with budget preparation including calculation of salary costs, benefits, operating expenses, and indirect costs; coordination and preparation of the proposal package; and assistance with the obtaining appropriate internal approvals prior to proposal submission.

Throughout the duration of a project, OSP provides assistance to project administrators to ensure that applicable regulations are followed and expenditures conform to the sponsor's guidelines. OSP staff also may act as liaisons between the project and the sponsoring agency and assist with administrative support to the project personnel.

# 2

## Chapter 2

---

### *How to find funding and submit a proposal*

---

#### Topics included in this chapter:

- **How to Begin**
- **The Role of the PI/PD**
- **Finding Funding**
- **Developing a Proposal**
- **Grant Proposal Seed Money**
- **Budget Development**
- **Internal Review and Approval/ Executive Order 890**
- **Electronic Submission of Grant & Contract Proposals**
- **Conflict of Interest**

#### How to Begin

The pre-award process includes developing an idea; locating a funding source; planning the project; creating a budget; writing and editing the proposal; securing internal approvals from the appropriate University and CSUSM Corp. administrators; and submitting the final proposal to the funding agency. For further information about any of these steps, contact the Grant & Contract Administrator in OGSR or visit the [OGSR website](#).

OGSR Pre-award services to support faculty and University staff are:

- Search for external funding opportunities to match faculty interests.
- Assist in the preparation, review for compliance, and submission of pre-proposals and proposals for grants and contracts.
- Register Principal Investigator/Project Director (PI/PD) with electronic submission programs and orienting PI/PD to working with agency procedures.
- Work with PI/PD to develop budgets that are in compliance with guidelines and governing regulations.
- Review application for completeness.
- Facilitate the internal review and approval process.
- File conflict of interest statements.

## **Role of the Principal Investigator (PI)/Project Director (PD)**

The Principal Investigator (PI) or Project Director (PD) is the person who plans and implements the project. Tenured, tenure-track faculty, university administrators, and staff are authorized to participate as a PI/PD of externally funded research and sponsored programs. Adjunct faculty may seek external funding as a Co-PI in conjunction with a tenured or tenure-track faculty who will serve as the PI/PD and with the approval of the Dean of OGSR. The PI/PD has overall responsibility for ensuring the proposal meets agency requirements for submitting the proposal and for meeting the goals and objectives of the project once it is funded.

The PI/PD is responsible for the following pre-award activities:

- Advance notification to the Office of Sponsored Projects of any planned proposals.
- Advance notification to Dean or appropriate Division Administrator when the funding agency requires cost share and/or does not permit the inclusion of indirect costs in the project budget
- Preparation of the proposal including: development, writing, and adhering to agency requirements.
- Work with OGSR to develop the project budget.
- Compliance with all University and CSUSM Corp. policies and any requirements of the funding agency.
- Secure internal approvals for the proposal in coordination with the Grants and Contracts Administrator.
- Ensure sufficient timeline to obtain final administrative approvals and complete final preparation of the application for submission according to agency guidelines.

## **Finding Funding**

The Grants and Contracts Development staff is available to assist faculty and University staff in locating funding for grants for instructional, research, public service and scholarly activities. Proposals may be funded by private or public entities, corporations, or government agencies at the local, state or federal levels. Funds may be available from other agencies such as special interest groups or professional associations. Strict adherence to the agency guidelines is necessary for the success of the proposal. Most agencies welcome queries about a project concept prior to submission of the proposal.

To request a search for funding visit the [Grants and Contracts Development website](#). The search process is conducted using various tools. Faculty and staff can also conduct their own searches if preferred.

## Developing a Proposal

Once a funding source is identified, the application forms and guidelines must be carefully reviewed. Occasionally agencies will require a letter of intent or a pre-proposal application from which applicants are invited to submit a full proposal. Internal approvals using the [Sponsored Projects Approval Form](#) (SPAF) may be required prior to submitting either a letter of intent or a pre-proposal application.

The proposal should be clearly written following the guidelines provided by the funding agency and particular attention should be paid to any eligibility requirements, the use of keywords, and the formatting requirements. Peer review is strongly recommended prior to submitting the proposal.

The general steps in the proposal development process are as follows:

- Obtain program guidelines or contracting rules from the funding agency. Be sure there is enough time to develop a cohesive plan and obtain appropriate internal reviews. The Grants and Contracts Administrator is available to assist you with establishing a timeline for processing your application. Refer to the [Proposal Preparation](#) webpage to help you plan your proposal development activities.
- Discuss your interest in applying for external funding with your Department Chair, Dean, Dean of OGSR and/or appropriate Division Administrator.
- Notify the Grants and Contracts Administrator in OGSR of your intent to apply for external funding and provide the URL for the agency guidelines.
- Draft the statement of work to be accomplished.
- Considering the work statement, list the resources to be used including personnel, services, rentals/leases, and equipment. List other expenses, such as travel and supplies.
- Work with the Grants and Contracts Administrator to develop a budget and discuss what administrative approvals will be required prior to submission of the proposal.

Agencies frequently request additional material to be included with the grant proposal. Contact the Grants and Contracts Administrator for such items as the list of CSUSM Corp. Board of Directors, annual reports, latest auditor's report, enrollment statistics, etc. Refer to [General Information](#) under *About Us* on the CSUSM Corp. website.

Occasionally grant proposals are developed in cooperation with other universities, school districts, agencies, or companies. Some funding agencies

require collaborative ventures in their proposal guidelines. The process for internal approval also applies to collaborative grants including grants where CSUSM Corp. is not the lead or primary grantee organization.

### **Grant Proposal Seed Money**

Additional resources are available to faculty and staff to support them with the proposal development. [Grant Proposal Seed Money](#) is available through OGSR. These funds may be used for such expenses as supplies, equipment, travel, stipends, student assistants, grant writing assistance, or other needs associated with proposal development.

### **Budget Development**

Budgets are typically comprised of *direct* and *indirect* costs. Direct costs are those which may be easily identified with a specific project or activity, such as wages, supplies, equipment, and travel specifically associated with the project. Indirect costs are those costs that are not easily assignable to a specific project, such as space, utilities, and administrative costs. Such costs are typically recovered using a formula approved in advance. Please refer to the [Administrative Cost Recovery Policy](#), which specifies that the maximum allowable rate that the funding agency will pay must be requested. The current rate negotiated with the Department of Health and Human Services, Division of Cost Allocation is 48% of Modified Total Direct Costs (direct costs less equipment, renovation, patient care costs, tuition remission, scholarships and fellowships).

Although budgets are submitted to the agency according to agency guidelines and forms, an internal budget is prepared using an Excel spreadsheet for review by University and CSUSM Corp. administrators whose signatures are required on the [Sponsored Project Approval Form](#). A standard budget worksheet is available to help you think through potential cost categories. It includes explanations of the following most common categories of a budget:

- Salaries and wages
- Materials and supplies
- Consultants, independent contractors
- Participant support costs
- Permanent equipment
- Computers
- Travel
- Subcontracts

Cost sharing, also termed *matching funds* or *in-kind*, may be required by the funding agency and must receive approval before a proposal can be submitted to

the funding agency. A [Cost-sharing Approval/Verification Form](#) must be circulated in tandem with the SPAF and signed by each administrator providing the funds. All cost sharing must conform to the [Cost Share Guidelines](#). Cost sharing if not required by the funder is generally discouraged.

Contact the Grants and Contracts Administrator for assistance in developing your project budget and completing specific budget forms required by the funder.

### **Internal Review and Approval/Executive Order 890**

The [Sponsored Project Approval Form](#) will be completed by the Grants and Contracts Administrator with assistance from the PI/PD once the project budget is finalized. The answers to questions A-L listed in Section 3 - Checklist may affect the way the statement of work is designed or the costs that must be budgeted. If a question is answered "yes" then the appropriate administrator's signature must be obtained. The Grants and Contracts Administrator will prepare and forward electronically the completed internal routing form/s to the PI/PD to print, sign and route for signatures. Additionally, administrators whose signatures are required will receive an e-mail notice from OGSR advising them the form/s will be circulating for approval. A copy of the internal budget and a brief project summary prepared by the PI/PD will be included with the notification. It is the responsibility of the PI/PD to ensure timely routing of the form/s.

The proposal may not be submitted to the funding agency until necessary internal approvals are complete. **OGSR cannot guarantee acceptance of an award that has not received prior approval, as per [CSU Executive Order 890](#).**

### **Electronic Submission of Grant and Contract Proposals**

Many funding agencies have moved to electronic research administration to streamline the process and reduce paperwork. The central agency for submitting federal government proposal applications is Grants.gov. The Grants and Contracts Administrator is available to conduct a brief orientation for you and/or any support staff that will be assisting you with your proposal submission to federal agencies.

### **Conflict Interest**

Federal and State granting agency regulations require that PI/PDs and Co-PIs complete a *statement of economic interests* upon application for external funding. Federal regulations require that the PI/PD disclose significant financial interests, including those of a spouse and dependent children that (1) would reasonably



appear to be affected by the research or educational activities receiving funding, or (2) in entities whose financial interests would reasonably appear to be affected by such activities.

Please read the [Sponsored Projects Conflict of Interest Policy](#) before completing the appropriate Conflict of Interest Disclosure Form for funding from either a governmental or non-governmental agency. The form is prepared by the Grants and Contracts Administrator along with the Sponsored Project Approval Form and forwarded to the PI/PD for review and signature. This disclosure must occur at the time a proposal is submitted and be updated annually after the grant is awarded.

**For More Information** on any of these topics, see the [OGSR](#) and [OSP](#) websites.

---

*The proposal was funded! Now what?*

---

**How to Begin**

When a PI/PD receives funding notification from the sponsor for an upcoming project, the correspondence should be forwarded immediately to CSUSM Corp.'s Director of Sponsored Projects.

The Sponsored Project Analyst (SPA) in the Office of Sponsored Projects (OSP) will review the Notice of Award then contact the PI/PD to arrange a meeting for an orientation. The orientation will cover a summary of the project reporting requirements, CSUSM Corp. policies and procedures and the most efficient ways to process any purchases, personnel hires, etc., related to the project and based on the sponsor approved budget. The SPA is available to answer questions, direct the PI/PD to other CSUSM Corp. personnel when necessary and assist with other grant-related administrative needs.

The PI/PD ultimately is responsible for the integrity of the project. CSUSM Corp. and the PI/PD are responsible for ensuring that funds are used in accordance with all applicable regulations and requirements. OSP staff administers the project financial affairs by reviewing expenditures, filing financial reports, invoicing/drawing funds and complying with annual audit requirements, etc. and is responsible for administering the external funds associated with each grant received by CSUSM Corp. The OSP staff works with PIs/PDs to facilitate the use of the financial resources available to them and serves as liaison between the project and the sponsoring agency. The OSP staff is also available to provide interpretation of CSUSM Corp., CSU, campus and sponsor regulations and policies. OSP has an internal level of review for all expenditures to ensure that the [The Cost Principles Policy](#) is followed and is consistent with agency regulations for allowable costs based on the approved budget. Please do not hesitate to contact the OSP whenever any questions or concerns arise.

## The New Project

The first step to establish a project with OSP is to complete and submit a Project Agreement. The [Project Agreement](#) is available on the OSP website or the PI/PD may request the agreement from a SPA. Please complete the project Manager/Coordinator and signature authority sections before submitting the agreement to the SPA.

## Assigning a Project Manager/Coordinator

The PI/PD may appoint a Project Manager/Coordinator to monitor spending (in conjunction with OSP staff), ensure the accuracy and completeness of documents and records generated from the project, and otherwise delegate some or all of the project oversight. Support may be available at a University department level for this purpose. It is important to note the Project Manager/Coordinator may have access to confidential salary information if salaries are included in the project budget. The OSP staff is available to train or advise the Project Manager/Coordinator. Whether a Project Manager/Coordinator is appointed or not, the PI/PD ultimately remains responsible for all aspects of the project.

## Assigning Signature Authority

The PI/PD may assign alternate signature authority for the project to other individuals, e.g. the Project Manager/Coordinator or the Department Chair. This is often desirable if the PI/PD must frequently be away from campus and/or needs assistance in administering the project. The PI/PD has automatic signature authority. No other person has signature authority until or unless the PI/PD so designates utilizing the Project Agreement.

Once the completed Project Agreement is returned to OSP, a new project account will be established. The PI/PD will receive notification of the project number by e-mail.

## Project Records

Project activity records such as data collected, participant records, etc. must be **retained for a period specified in the Notice of Award or the sponsoring agency**. Most retention periods for federal awards begin when the final fiscal reports is accepted by the sponsor *unless otherwise specified*.

## **On-line Access to the Project**

Project financials are available to the individuals associated with the project and authorized on the Project Agreement. Access will be discussed during orientation.

## **Tracking Cost Sharing**

The [Cost Sharing Approval/Verification Form](#) form must be submitted to OSP when the grant is awarded and annually if the award is a multi-year project. Cost share documentation must be provided during the life of the award to reflect the actual valuation of the resources pledged in support of the project, as well as any negotiated changes in terms, conditions or scope of project.

Documentation must be provided:

- At the end of each budget period of the award

Federal regulations require full accountability for costs committed in fulfillment of sponsored projects. If a sponsor requires financial and/or narrative reports on total project costs, it is the responsibility of the PI/PD to monitor, track, and assist the SPA with the reporting requirements. It is important that PIs/PDs forward supporting documentation for all cost sharing to the SPA in OSP. The SPA will assist the PI/PD with this process and its timing.

You can find the full [Cost Share Guidelines](#) on the OSP webpage.

## **Progress/ Technical Reports**

Most sponsors require periodic submission of progress or technical reports. Report due dates are usually found on the Notice of Award or sponsor website.

In some instances an authorized signature from the Director of OSP will be required on the Continuation Application or Progress Report prior to submitting to the agency. If sign-off is not needed, then a copy of the progress report must be forwarded to the SPA to be included in the project file.

Please note that financial reports **must be filed by OSP**, and not by the PI/PD.

### **Audits**

In accordance with Federal regulations, CSUSM Corp. undergoes an annual financial and compliance audit. This audit typically takes place in August. During the audit, CSUSM Corp. staff may call upon the PI/PD to provide information about the project that was requested by the auditors. Prompt and complete responses are required. The OSP staff will make every attempt to minimize any inconvenience to the PI/PD.

In addition, Federal and other funding agencies periodically conduct audits of CSUSM Corp.'s financial systems as well as the activities and records of the funded project. Typically, ample notice is provided by the funding agency prior to the visit. If notice of an upcoming agency visit is received by the PI/PD, it is important to immediately notify the OSP Director of Sponsored Projects.

**Important Note:** Refer **all** requests from auditors for financial information to OSP. Any financial records maintained by the PI/PD for the project are **not** subject to audit and should **not** be provided under any circumstances. However, program auditors may request and should be provided with records and data relating to the technical or programmatic aspects of the project.

Please contact the OSP staff with any questions regarding appropriate responses to agency requests for information.

### Employee Categories

For most purposes, employees fall into one of three general categories:

- **Regular** employees are employed by CSUSM Corp. to work a regular schedule of twenty (20) or more hours per week for an expected period of one year, after which their appointment may be renewed. Regular employees qualify for and may participate in benefit plans and programs offered by CSUSM Corp., as funds allow.
- **Temporary** employees are those employees whose expected term of employment is less than one year. They are paid based on the number of hours or days reported on their time sheets each pay period. Temporary employees with appointments of six months or more and who work at least 20 hours per week are eligible for vacation or paid academic breaks, holidays, and Personal Time Off during their employment. They are not eligible for benefits such as employer-paid insurance or retirement programs.
- **Student Assistants** are Temporary employees who regularly attend classes and otherwise meet the eligibility requirements for Student Assistant at Cal State San Marcos. One of these requirements is that the individual be continuously enrolled at least half-time during the academic year at the California State University - *i.e.*, **six undergraduate units or four graduate units**. Student Assistants are paid an hourly rate and may be exempt from paying Social Security and Medicare during the academic year, although they are eligible for workers' compensation, unemployment and disability insurance. They do not qualify for other employer-provided benefits.

### Project Charges

Please see the document titled [Employer-Paid Payroll Taxes & Benefits](#) on the CSUSM Corp. website for appropriate project charges for your employees.

## Classification of Positions

CSUSM Corp. classifies positions under titles and descriptions so that positions with similar duties and responsibilities are grouped together in the same classification. A consistently applied classification system with an appropriate pay range is essential for ensuring compliance with equal pay requirements and other legislative guidelines. Please see the [Position Matrix](#) to help you determine the appropriate compensation for positions in your area. CSUSM Corp. utilizes the University's [Student Assistant Classification and Salary Guide](#) for student assistant positions.

When a new Regular CSUSM Corp. position is created, it is reviewed and classified based on the job description before an employee is hired to fill it. Existing positions may be reviewed because of reorganization, new equipment or work processes, new programs, or significant changes that have affected an employee's duties and responsibilities.

If a Project Director or Supervisor believes that a position classification should be reviewed, he or she should send the following to the CSUSM Corp. Human Resources department:

1. [Memorandum](#) requesting a classification review and stating reasons for the review.
2. [Job Description](#) - review the employee's job description for completeness and accuracy.
3. [Organization Chart](#) of the project or department.
4. [Performance Appraisal](#) - employee's most recent, *signed and dated by both supervisor and employee.*

When these documents are received, the CSUSM Corp. Human Resources department will review the job description and, at its discretion, conduct a desk audit. During the desk audit, Human Resources will conduct interviews with the Project Director or Supervisor and the incumbent to discuss the duties and responsibilities of the position. The position is then evaluated in terms of various classification factors including:

- Complexity and difficulty of work
- Nature of supervision exercised and received
- Knowledge, abilities and skills required
- Independence of judgment and action required
- Extent and difficulty of interface with persons and organizations

Comparisons to related positions in CSUSM Corp., other CSU auxiliaries, and/or the University may also be made in order to maintain consistency within the various classifications.

Before a final decision is made, Human Resources will discuss recommendations with the employee's Supervisor to provide an opportunity to address questions and concerns. If a classification change is recommended, it must be approved by both the Project Director and the CSUSM Corp. Human Resources department.

Project Directors and Supervisors should make no commitment to a current or prospective employee concerning classification or compensation level without CSUSM Corp. Human Resources' approval.

### **Overtime**

For purposes of overtime compensation, employees are classified as either non-exempt or exempt:

- **Non-exempt employees** are entitled to receive overtime pay when they work overtime hours; or
- **Exempt employees** are not entitled to receive overtime compensation. Exempt employees are salaried executive, administrative, or professional employees.

Contact CSUSM Corp.'s Human Resources department if you have questions as to whether an employee is exempt or non-exempt from overtime calculations.

### **Hiring Process**

Refer to the [Summary of Hiring Documents](#) to determine what is required for each employee classification. The Employment Authorization form (this document will be explained in the next section) should be received **at least 3 days prior to the employee's start date** and must be at CSUSM Corp. by the deadlines published on the [Payroll Schedule](#). At a minimum, the following documents are required when hiring any employee:

- [Employment Authorization Form \(EAF\)](#)
- [Employment Application](#)
- [Job Description](#)

Note: Additional documents are necessary when hiring a "Regular" employee, which requires a more extensive recruitment process. Regular employee openings can be posted on the CSUSM Corp. website and may utilize a search committee.



## **Regular Employees**

Some CSUSM Corp. projects will engage "Regular" employees, that is, appointments that are for an expected period of at least one year with a minimum of 20 hours per week. However, the temporary nature of most sponsored projects precludes this type of appointment, (see Temporary Employees below.) Regular employees receive CSUSM Corp.'s full benefit package, resulting in a charge to the project/grant of the highest benefit rate. Because the hiring process for regular employees is more extensive than for temporary employees, contact with the CSUSM Corp. Human Resources department prior to initiating recruitment is advised. The [Procedures for Hiring Employees through CSUSM Corporation](#) is posted on the CSUSM Corp. website.

New employees are required to attend an Employee Orientation on their first day of work. Regular employees attend a more extensive orientation than temporary or student employees. Contact the CSUSM Corp. HR office to schedule a new employee orientation BEFORE an employee begins work on the project.

## **Temporary Employees (including student assistants)**

After an applicant has been selected, and before the start date, complete an [Employment Authorization Form](#) (EAF). The form indicates two temporary employee options: temporary with leave (20 hours or more and a minimum 6 month appointment), or temporary without leave (less than 6 month appointment). Send the completed EAF to the CSUSM Corp. HR office, providing as much advance notice as possible prior to the employee's first day of work. In addition to the EAF, an Employment Application and a Job Description must also be submitted. The CSUSM Corp. HR office will be available to answer questions you may have related to the necessary hiring forms and CSUSM Corp.'s hiring process.

## **New Employee Orientations**

Once an employee has been selected for employment, s/he will be required to attend a new employee orientation before beginning work. Call the CSUSM Corp. HR office to schedule this orientation. Regular employee orientations may last up to three hours and temporary employee orientations usually last between thirty (30) and forty-five (45) minutes.

At the orientation, employees will be asked to show proof of employment eligibility by completing the [I-9 form](#), but they must submit this proof within 3

days of beginning employment. The [I-9 guidelines](#) are located on the CSUSM Corp. website.

A new employee [CSUSM Corp. Employee Handbook](#) provides safety information, benefits documentation, and other information related to employment and payroll. It is important that new employees receive consistent communications regarding CSUSM Corp. policies, benefits, federal and state employment laws, and eligibility information regarding various employer-sponsored programs.

### **Performance Appraisals**

Once per year, all Regular employees are required to receive a written performance appraisal evaluating their work. The exact time frame for this review may vary. The [Performance Appraisal](#) form is utilized to provide written feedback to each employee. This appraisal will document whether the employee is meeting, exceeding, or not meeting expectations on the job. As a part of this appraisal, Regular employees are required to complete a [Self-Evaluation](#) and the supervisor is required to conduct a one-on-one meeting with the employee to discuss both the appraisal and the self evaluation.

Feedback is critical to organizational success, and maintaining information regarding performance should be a continuous process for managers and supervisors.

### **Hiring CSU Faculty and Staff to Work Additional Employment**

If you're considering hiring an employee who is currently employed by the CSU, the CSU Additional Employment Policy must be followed. This policy can be found on the [OGSR website](#). CSU employees hired on a CSUSM Corp. project are considered "temporary employees" and are required to follow the appropriate hiring procedure, including attending an orientation. The following forms will need to be completed:

- [Employment Authorization Form](#)
- [Timesheet](#) (semi-monthly with percent of effort designated)
- Job Description
- [Reimbursed Time Form](#)

Faculty who work on externally funded projects must report their activities as percent of effort on each project. These activities must be pre-approved by the department Chair and the Dean of the College before work begins.

If you have any questions related to the CSU Additional Employment Policy or hiring CSU employees, please contact the CSUSM Corp.'s Director of Human Resources.

### **Hiring Minors**

People under age 18 must have a current work permit on file during their term of employment. Applications for work permits are available at high schools in San Diego County. It is solely within the discretion of each school district to determine whether a minor, who is still subject to the state's compulsory education laws, may obtain a work permit and, therefore, be employed to work.

Work permits are required all year long, not just when school is in session, and must be renewed at the start of each new school year or at the time the student obtains a new job. It serves as an age certificate and states the maximum number of hours a minor may work based on their age.

Follow the temporary hiring process outlined above.

### **Independent Contractors**

Publication 15-A of the Internal Revenue Service helps explain the rules and regulations related to independent contractors. Independent contractors are often exempt from labor and employment legislation, while employees are usually covered. People, such as lawyers, contractors, subcontractors, stenographers, and auctioneers who follow an independent trade, business, or profession in which they offer their services to the public, are generally considered independent contractors.

Improperly classifying employees as independent contractors can lead to tax violations, insurance or benefits issues, wage and hour claims, and much more. Some common law factors used to determine independent contractor status include the extent of employer control, nature of the service, and independence of the individual's trade. The IRS and the Franchise Tax Board have the legal authority to audit CSUSM Corp.'s records and to impose penalties for misclassifications.

The final determination of whether an individual may be paid as an independent contractor will be made by the CSUSM Corp.'s Executive Director or designee. To reach a decision, information is needed regarding the type of work the person will be doing on the project. The [Independent Contractor Worksheet](#) is used to help make the final determination as to whether an individual working on a project should be classified as an employee or as an independent contractor. This

worksheet must be completed before authorization is given to pay an independent contractor on a project.

Once it is determined that an individual may be engaged as an independent contractor, submit two original copies of the [Standard Agreement for Independent Contractors](#) to the CSUSM Corp. Human Resources office. One copy is signed by the contractor and the other by the PI/PD. In addition, have the contractor complete a W-9 form and return it to CSUSM Corp. as well. *Please note that incomplete information may result in delay of payment.*

### **Hiring Relatives**

Employees' relatives are not eligible for employment with CSUSM Corp. where potential problems of supervision, safety, security, morale, or potential conflicts of interest exist. Relatives of present employees will not be hired by CSUSM Corp. if the individual(s) concerned work in a direct supervisory relationship or in the Human Resources or Payroll departments. For purposes of this policy, "relatives" include: spouse, child, parent, sister, brother, in-law, step parent, step sibling, step child, or any person involved in a legally binding guardianship or relationship with the employee, and/or residing in the home of the employee.

If two employees become subject to the restrictions of this policy after they are hired, one or both of the employees must seek a transfer or reassignment to eliminate the actual or potential conflict of interest as specified in this policy.

CSUSM Corp. also reserves the right to determine that other relationships not specifically covered by this policy represent actual or potential conflicts of interest, in which case CSUSM Corp. may take appropriate action that includes, but is not necessarily limited to, transfers, reassignments, changes in shift or if necessary, termination.

### **Guest Lecturers**

Guest lecturers are typically engaged for a one-time lecture or performance (musical, poetry reading, dramatic, etc.) and may be paid using the [Guest Lecturer Payment Form](#). A Guest Lecturer must meet the guidelines above to be considered an independent contractor. If not, s/he can be hired as a temporary employee for the one-day event. Please contact the CSUSM Corp.'s Director of Human Resources before hiring guest lecturers in order to obtain the appropriate forms and instructions.

## Timesheets and Payroll

Non-exempt regular, temporary, and student employees are required to keep track of their hours on a [Time Sheet](#) and must submit the timesheet to the project director or a designated supervisor for signature prior to the semi-monthly timesheet deadline. The Payroll Schedule is posted on the CSUSM Corp. website and indicates time sheet deadlines and pay day information. Student Assistant employees keep track of their hours on a [Student Assistant Time Sheet](#). Exempt employees are not required to record actual hours worked but simply record exceptions on their timesheets, such as vacation, PTO, or holiday. In the case of additional employment, faculty and exempt level CSU employees report a percentage of effort performed on the project on each timesheet.

The time sheet is a legal document and should be filled out and signed by the employee and the supervisor in ink. Signed timesheets are then forwarded to the CSUSM Corp. payroll office on or before the timesheet deadline for each pay period.

Other considerations are 1) overtime must have been approved in advance, and 2) falsification of hours is a serious matter and will result in immediate disciplinary action taken against the employee, including possible termination.

## Employee Safety

It is the policy of CSUSM Corp. to provide a work environment that is, as much as possible, free of recognized hazards. Supervisors are expected to comply with the safety and health requirements of CSUSM Corp. and of federal and/or state laws, and are responsible for keeping their employees safe at all times.

Accident that occurs at a CSUSM Corp. worksite to a client, visitor, or employee should be reported *immediately* to the Director of Human Resources. *If an emergency arises, call 9-911.* In addition, safety hazards or unsafe conditions that could have caused an injury or even a “near miss” should be reported. Please do not attempt to give medical aid to an injured client, visitor, or employee. Call the appropriate medical authorities.

After reporting the incident/injury to CSUSM Corp., direct the employee to the CSUSM Corp.’s industrial medical center, Concentra Medical Center, 740 Nordahl Rd, San Marcos, CA 92069. The CSUSM Corp. HR office can schedule the first appointment for the employee. There will be additional documents for the PI/PD and the employee to complete either before seeking medical attention or shortly after returning to work. All subsequent visits and scheduling is the responsibility of the employee.

CSUSM Corp. will make every effort to see to it that any injured employee receives excellent care, has a speedy recovery and returns to work as soon as possible. We have “Return to Work” and “Light Duty” programs to return the employee to work if there are specific limitations during recovery. Refer to the Injury and Illness Prevention Plan (“IIPP”), which is on file in the CSUSM Corp. Central Office, for further information regarding employee safety, and see the specific [Injury Reporting Procedures](#) on the CSUSM Corp. website.

### **Employment Changes and Separations**

Pay rate increases or decreases and changes in appointment status (including appointment date extensions, job title changes, direct reporting changes, etc.) must be documented on a new [Employment Authorization Form](#) (EAF). Separations are documented on the [Separation Notice](#). Both documents are available on the CSUSM Corp.’s website. If you have questions related to either of these documents please contact Human Resources for instructions.

### **Changes in Pay**

Each year, the CSUSM Corp.’s Board of Directors approves the annual “Compensation Guidelines” to be used by CSUSM Corp. managers and supervisors as their guide for pay increases. This guideline includes a description of the maximum “general salary increases” and maximum “merit salary increases” available for CSUSM Corp. employees. Any adjustments in pay to CSUSM Corp. employees are to be documented on a new EAF each year and require that an annual [Performance Appraisal](#) be attached.

During the year, managers and supervisors may request “Equity Adjustments.” The CSUSM Corp.’s Compensation Team will review and consider equity adjustment requests. If the equity adjustment is approved, it will require the submission of a new EAF that reflects the changes. To request an equity adjustment, contact Human Resources to discuss this request prior to any commitments to employees.

### **Separations**

If an employee’s appointment is being terminated or is ending without being renewed, this is considered an involuntary separation. Check the [Separation Procedures](#) on the CSUSM Corp. website and please follow them carefully. It is important that consistency be maintained in handling employment separations. It is CSUSM Corp.’s policy that all involuntary separation requests be forwarded to, and be approved by, Human Resources prior to action taking place.

If the appointment is ending because the employee voluntarily terminates the employment, ask the separating employee to submit a letter of resignation and forward it to Human Resources.

After receiving the notice of separation, Human Resources will contact the employee to schedule an exit interview and ensure all CSUSM Corp. property is returned. If no letter of resignation is received, then send a [Separation Notice](#) to CSUSM Corp. indicating that the employee has terminated employment and a reason why s/he has done so.

The CSUSM Corp.'s employment forms and related policies and procedures can be found in the [Human Resources and Payroll Services](#) section on the [CSUSM Corp.](#) website.

---

*How to purchase supplies and equipment*

---

**Purchase Order, Check Request, Petty Cash**

According to generally accepted procurement standards, the preferred method of purchasing is through a purchase order. Use of a purchase order demonstrates a degree of planning and forethought desirable to sponsors. Typically, this form is used when purchasing any item or service, costing \$100 or more, through vendors who can invoice CSUSM Corp.

Other options available are [Direct Pay Forms](#) for purchases of \$50 or more and [Petty Cash Vouchers](#) for purchases less than \$50.

The following link provides detailed information regarding the use of these expenditure forms: [CSUSM Corporation Procurement & Contracts](#) .

**Procurement Procedures**

The [Procurement Policy](#) for CSUSM Corp. blends efficient business practices and governing policies that emanate from the State and Federal governments.

The implementation of this policy rests with Project Directors, who are responsible for upholding the procurement requirements.

Please review the following information regarding special procedures for Staples purchase orders: [Staples Purchasing Guidelines](#).



# 6

## Chapter 6

---

### *What about travel?*

---

#### **Travel Request, Travel Claim**

Prior approval is required for travel and a [Travel Request](#) must be submitted to CSUSM Corp. no less than five (5) business days prior to the travel date and at least ten (10) business days if requesting pre-payments or travel advances. Even if no expense will be incurred, insurance requirements necessitate a travel request be submitted.

Following your trip, you must provide a [Travel Expense Claim](#) within 30 days of your return to receive reimbursement for your expenses and/or to close the outstanding Travel Request.

**Note:** If travel is for frequent short trips fewer than 24-hours and fewer than 25 miles from your primary business location, a Travel Request is not required. Expenses may be reimbursed by filing a Travel Expense Claim.

#### **Travel Allowance Guideline**

All claims must be itemized for each individual expense for each day of travel. Please refer to the [Travel Guidelines](#) for travel time periods and allowable expense amounts.

- Domestic travel meal expenses are allowed on a per diem basis, and no receipts are necessary.
- Incidental expenses are allowed on a per diem basis, and no receipts are necessary.
- Original receipts are required for lodging, airfare, ground transportation, other business expenses, and, if not claiming meal per diem, for international travel, meal receipts.

The CSUSM Corp. Travel Allowance for each complete 24-hour travel period and partial (fewer than 24 hours) travel period conforms to the current CSUSM rates. Some awards may specify adherence to travel guidelines established by the funding agency.

## **Travel Policy**

For complete, detailed information about reimbursement of travel costs incurred on behalf of your CSUSM Corp. project, please refer to the following link: [Travel Policy](#).

# 7

## Chapter 7

---

### *What about other kinds of expenses?*

---

#### **Participant Payments**

Payments to research study participants may be made by check, cash or gift certificates from local merchants. You are encouraged to contact OSP to discuss the most appropriate means of payment for your project. This is critical when protection of participant identity is at issue.

In the case of cash payments, participants must sign a statement certifying that they received payment.

CSUSM Corporation approval is required prior to purchasing any gift cards on 86xxx and 81xxx projects. To request approval, complete the [Gift Card Request Form](#) at least 10 days prior to purchasing cards. Once you have completed your request, you will receive approval or denial within 5 business days. You will be responsible for clearing the advance promptly by submitting the previously mentioned signed statements or the original receipts for the purchase of the gift cards.

To request checks made payable to individual participants, submit a separate [Direct Pay Form](#) for each participant that includes the following information:

#### **Tuition Remission**

Tuition remission for student research assistants must be approved by the sponsoring agency. To initiate tuition payments, contact the Student Financial Aid Office (SFAO) to advise them that payment will be made through CSUSM Corp.

#### **University Charge Backs**

Certain services are provided by the University, and then charged back to the project. These include central stores purchases, mail services, duplication services, telephone charges and facilities services. To request

these services, contact the appropriate division and provide your CSUSM Corp. project number.

Payments are made to these University divisions automatically by CSUSM Corp. upon receipt of properly authorized invoices.

### **Other Payments**

CSUSM Corp. projects: To reimburse another CSUSM Corp. project for supplies or services, submit a [Expenditure Transfer Request](#) and include a justification or attach an original invoice.

University accounts: To reimburse a University account, submit an [Inter-Unit Billing Journal Form](#).

# 8

## Chapter 8

---

### *How to deposit money*

---

#### **Funding From Sponsors**

Sponsor payments are normally delivered directly to OSP. Should you receive a check from a sponsor, immediately forward the check to the OSP.

#### **Program Income**

Program income is defined as gross income generated by a supported activity or earned as a result of the award. Federally-funded grant agreements include very specific information regarding how recipients may treat program income. Therefore, if you anticipate that your project may generate income, please discuss this during the orientation meeting at the beginning of your project.

#### **Miscellaneous Revenue**

Refer to the [deposit procedures](#) on the CSUSM Corp. website.

If you expect to receive cash or gift revenue, or require credit card services, please discuss this during the orientation meeting at the beginning of your project.

# 9

## Chapter 9

---

### *Budget revisions and no-cost extensions*

---

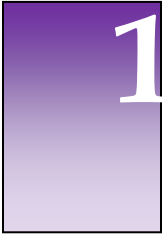
#### **Rebudgeting**

Requirements and guidelines for rebudgeting vary among sponsoring agencies. Please refer to your project terms and conditions for information specific to your project.

Fixed-price contracts typically do not include requirements for sponsor approval of budgetary changes, while federally sponsored grants may require sponsor approval in certain circumstances.

#### **No-Cost Extensions**

Most federal agencies allow principal investigators a one-time opportunity to extend their project period by one year and, in most cases, should be sent to the sponsor agency at least 45 days prior to the project end date. The request should be signed by both the principal investigator and the Director of OSP. The OSP SPA can assist you in preparing the request, securing signatures, and forwarding to the sponsor agency at your request. If you have any questions regarding this process, contact the OSP SPA.



## Chapter 10

---

### Project closeout

---

#### **Project Close-outs**

You will receive notification from CSUSM Corp. OSP 90 days before the termination date of the award as a reminder that all charges should be incurred before the end of the budget period. Allowability of costs is based on the purchase order or invoice date. If an invoice date falls after an award's termination date, and no encumbrance was made (purchase authorized) prior to the termination date, the expense may not be allowable.

Once the termination date has passed, the OSP SPA will, in conjunction with the PI/PD, review the status of the project to determine any action needed to close. In most cases, positive balances must be returned to the sponsor. Any expenditure over the budget amount awarded, must be resolved by the PI/PD by identifying an alternative source of funds. OSP will prepare and file a final financial report within the deadline set by the sponsor, usually 90 days after termination.

The permanent file for each project is retained by OSP and contains all official proposals, negotiated agreements, award notices, financial records and reports, correspondence, special documentation such as OSP, University, and sponsor approvals, cost-sharing documentation, reports, etc. To comply with federal regulations, this documentation *and documentation/data generated by the PI/PD* must be retained according to the [Records Retention Policy and Procedure](#). All records are subject to review by outside auditors as well as by the sponsoring agency. Questions pertaining to any aspect of records retention should be addressed to OSP..

---

*What is needed, to maintain regulatory compliance and stay safe and healthy at work?*

---

### **Regulations**

There are several agencies that govern worker health and safety at a workplace facility, these include, but is not limited to, The Bureau of Industrial Labor Relations (Cal-OSHA), Department of Toxic Substances Control (Cal-EPA), and related state and municipal agencies. The purpose of these agencies is to enforce laws and regulations and to establish and define additional standards for worker safety in regard to activities employees are involved in at the work facility or while traveling on company business.

### **Risk Management and Safety**

CSUSM Corp. has established a [Risk Policy](#) for assisting all departments and their employees, interns, contractors, and students in maintaining compliance with the numerous regulations that may affect the operations of the department.

Information regarding Risk Management programs, trainings and consultation services available can be found on the [Integrated Risk Management](#) website or by calling (760) 750-RISK (7475).

Sample of Integrated Risk Management services available:

*First Aid and CPR with AED*

*Defensive Driver Programs*

*Hazard Communication Program*

*Hazardous Waste Management and Consultations*

*Office Ergonomic Evaluations*



# 12

## Chapter 12

---

### *Other important policies*

---

#### **Other policies**

There are additional CSUSM Corp. and University policies regarding project administration and related subjects, which may be accessed via the CSUSM Corp. and University websites:

[CSUSM Corp. Policies](#)  
[CSUSM Policies for Research](#)