TABLE 3. Sample institutional indirect costs

This table illustrates sample institutional indirect costs that may be incurred throughout the lifecycle of a research project; it is not exhaustive and does not apply to all research projects or areas.

KEY **U** Centralized University-level support • **C** College-level support • **D** Department-level support

Senior leaders across the University also promote and support research and researchers and manage complex institutional change in the research enterprise throughout the research project lifecycle.

PLANNING & PREPARATION	Ideate topic	**U** Library: research datasets, search engines, journal subscriptions
	Select funding opportunity	**U** Research Services Office (RSO); Research Innovation Office (RIO); Alumni Affairs & Development (AA&D) **C** Research administrators
	Develop proposal and budget	**U** RSO, Research Financial Services (RFS) **C** Research administrators
	Check University and sponsor requirements	**U** RSO: health & safety, human ethics, animal care, research security, and other institutional policies
	Submit proposal	**U** RSO
	Negotiate and finalize contract	**U** RSO, Legal
	Set-up research account	**U** RFS, RSO
	Recruit, train and support team (continues throughout 'Active Research')	**U** Central HR, Office of Graduate and Postdoctoral Studies, Payroll **C/D** HR administrators, graduate program administrators and coordinators, and others who support and provide services to research team members
ACTIVE RESEARCH	Initiate and conduct research	**U** Physical Resources: utilities, maintenance; Computing and Communications Services: provision of campus IT; Library: research data management, publishing support; Procurement; RFS; research facilities, centres and institutes, etc. **C/D** Computing; IT support; procurement; research and meeting space; equipment and maintenance; research facilities, centres and institutes, etc.
	Monitor compliance	**U** RSO: biohazard and radiation safety, animal care, human participant research, etc.
	Financial management and reporting	**U** RFS: financial accounting and reporting **C/D** Financial management; budget support
KNOWLEDGE DISSEMINATION & APPLICATION	Disseminate, promote, communicate	**U** Central Communications and Marketing; Research Communications Office; RIO: knowledge mobilization; Agri-Food Partnership Office; AA&D **C/D** Administration; college communicators; research centres and institutes
	Retain records	**U** Library: research data management, repositories
	License and commercialize	**U** RIO: protection of intellectual property, licensing agreements