

THE UNIVERSITY OF PENNSYLVANIA
NATIONAL CLINICIAN SCHOLARS PROGRAM



2023-2025
NCSP SCHOLAR
HANDBOOK



**An online calendar with all NCSP related events can be found on
Outlook and Google Calendars:**

Outlook: <https://calendar.google.com/calendar/ical/pennncsp%40gmail.com/public/basic.ics>

Google: https://calendar.google.com/calendar/u/0/embed?src=pennncsp@gmail.com&ctz=America/New_York

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Program Contact Information

National Clinician Scholars Program

13th Floor Blockley Hall
423 Guardian Drive
Philadelphia, PA 19104-6021
Fax: 215-573-2742



National Clinician Scholars Program

National Program Website: <https://nationalcsp.org/>

Penn NCSP Website: <https://www.med.upenn.edu/nationalcsp/>

Administrative Staff:

Kathleen Cooper, Program Coordinator: Kathleen.Cooper@Pennmedicine.upenn.edu

- Registration and Enrollment
- Scheduling
- Community Access

Maria Dantis, Administrative Director: Maria.Dantis@Pennmedicine.upenn.edu

- Financial Management (Professional Expenses and Research Funds)
- Expense Reimbursements
- Payroll and Tuition Questions

Executive Summary

Growing out of four decades of the Robert Wood Johnson Foundation/Veterans Administration (VA) Clinical Scholars Program, an independent group of community, health system, policy and academic partners have come together to create and launch the new [National Clinician Scholars Program](#) (NCSP), a unique two-year, site-based post-graduate training program for physicians and nurses. The inaugural sites of the NCSP, formerly Robert Wood Johnson Foundation Clinical Scholars Program sites, are the University of California at Los Angeles, the University of Michigan, the University of Pennsylvania, and Yale University. In 2017, Duke University was added as a fifth site and University of California at San Francisco welcomed its first cohort in 2020.

NCSP Vision:

The National Clinician Scholars Program's vision is to expand the nation's cadre of nurse and physician leaders who will serve as change agents to improve health, health care, and health equity

NCSP Mission:

Immerse clinician scholars in a rigorous program of research, policy, and leadership training that equips them to partner with communities and health systems, engage and lead diverse teams to impact health policy, and generate and use evidence that will inform new strategies and models of care that improve health and health care and mitigate structural racism and other barriers to health equity.

NCSP Goals:

- Provide unparalleled research training and mentorship;
- Deliver a rigorous, inter-professional core curriculum;
- Foster critical leadership skills, including the ability to incorporate diverse perspectives, understand change, and develop dynamic innovations;
- Cultivate the tools to influence health and social policy at all levels; and
- Model and develop skills to collaborate with communities and stakeholders to improve health and health care to effect change in health equity and racial and social justice and to eliminate disparities.

The National Clinician Scholars Program is designed to foster critical thinking and data-driven inquiry and scholarship to transform the practice of health care. The program trains future health-system leaders in rigorous research methods, implementation science, communications and leadership skills for roles in systems innovation, policy leadership and academic research. The NCSP offers a unique platform to transform these inter-professional scholars into health system change agents who leverage policy-relevant research and professional partnerships to create new practice models that reduce disparities, improve the quality of care and reduce costs. Its nurse and physician scholars are positioned to drive change in academic health centers, health-care systems, government agencies, foundations and think tanks around the world.

Each site's multi-institutional and inter-professional leadership and faculty structure provide team training and collaborative mentorship in implementation science, state of the art methods for patient centered outcomes research, policy-guided assessments, and evaluation of private and public health system innovations. Clinician Scholars are immersed in community-based initiatives that aim to tackle the top health problems in the region and the state from the lens of the community, which is the foundation for patient-centered care. Executing projects to solve real world problems in real time serves as the core training experience in the Program.

At each site, program faculty contribute their expertise to support the Clinician Scholars and their research, as well as the curricular and mentorship core of the program. At the heart of the program, each site funds and works directly with Clinician Scholars to identify and develop projects to cultivate each Scholar's research and leadership skills. We do so in innovative training and mentorship environments where sites collaborate in selection of Clinician Scholars and program governance.

Inter-professional training is a pillar of the program. Integration of physician and nurse researchers in training to advance the field of healthcare from different perspectives will shape the future of health and healthcare in ways that we have not seen before. Clinician Scholars will also benefit from inter-professional mentorship and leadership experiences. Clinician Scholars who have completed their medical degree and residency training and doctoral training in nursing will share this important experience, enhance each other's career trajectories, and build a network of health professionals to lead change in the nation.

NCSP Anti-Racism Agenda and Focus:

The NCSP program and its leadership are committed to addressing health equity and inclusivity in its curriculum, recruitment, and scholar development. Program faculty and scholars across sites developed an Anti-Racism Action Plan that articulated a series of actions and timeline, and a regular reporting plan on progress being made. Significant progress has already been made. Moving interviewing to online, driven in large part by the pandemic, increased scholar access to interviewing opportunities. Resources to expand recruitment outreach to increase the diversity of the pool of candidates will further this goal. Resources to build upon our portfolio of virtual cross-site seminars that allow us to host seminal leaders in race, racism and health equity to engage scholar/faculty engagement across sites is another area to pursue.

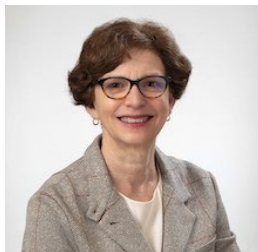
Program Leadership

Co-Directors



- **David Grande**, MD, MPA, Associate Professor of Medicine, Director of Policy, Leonard Davis Institute of Health Economics
- **Julie Sochalski**, PhD, FAAN, RN, Associate Dean, Associate Professor of Nursing
- **Joanne Wood**, MD, MSHP, Associate Professor of Pediatrics

Associate Directors



- **David Asch**, MD, MBA, Professor of Medicine, Senior Vice Dean of Strategic Initiatives
- **Marilyn Schapira**, MD, MPH, Professor of Medicine; Director of General Internal Medicine Fellowship Program, School of Medicine
- **Atheendar Venktaramani**, MD, PhD, Assistant Professor, Medical Ethics and Health Policy; Director of Opportunity for Health Lab
- **Katherine Yun**, MD, MHS, Assistant Professor of Pediatrics

Professional Expenses and Research Funds

Each year, NCSP provides funding in the categories below based on available sources of funds to support your academic activities during your time as a Clinician Scholar. Any funds that remain unused by June 30 (end of the fiscal year) will be returned to the NCSP. The funds are non-transferable to another institution. Should a Scholar remain for a third year in the program, they may still have access to some funding.

All expenses should be pre-approved by submitting your request on the [NCSP Funding Request Form](#).

Once determined, funds that are not used in Year 1 can be carried over into Year 2. The grand total for both years in each category, however, cannot be exceeded.

	Year One: 2023-2024	Year Two: 2024-2025
Budget Category 1: Personnel		
Personnel Support: Research Assistants	\$1,500	\$1,500
Budget Category 2: Research Support		
Supplies/books, duplicating, postage, software, subject incentives, transcription/translation services, data sets	\$2,300	\$2,300
Budget Category 3: Travel		
Conference travel including for NCSP annual meeting	\$4,900	\$4,900

There are restrictions on how this money can be used (for instance we cannot cover licensing fees, clinical certifications or fees associated with taking boards) so if you have questions or are in doubt, please check with us before incurring an expense.

Scholars' Fiscal Responsibility

While the Program will maintain records of overall program expenditures, Scholars are responsible for the management of their personal NCSP funds. This will include being required to fill out expense reports, track expenses within the listed categories and provide reports periodically. A template and guidance on these processes will be provided to you for these functions.

Additional Internal Funding Sources

There are several other sources of research funding available through application processes with varying levels of competition,

1. *Eisenberg Clinical Scholar Endowment*: Funds from the Eisenberg endowment are available to support research projects for the Clinician Scholars. Awards range from approximately \$1,000-\$6,000. There is a brief application and review process for these funds. The materials are sent out in January each year, with funds awarded by the end of February.

2. *Intramural Penn Pilot Grants Programs:* There are multiple other sources of pilot funding at Penn, many of which are open to Clinician Scholars directly, others that would require collaboration with a mentor/faculty member in the submission. These include the Leonard Davis Institute, the Center for Education and Research on Therapeutics (CERT), Center for Health Economics of Treatment Interventions for Substance Use Disorder, HCV, and HIV (CHERISH), the University Research Foundation and others. These programs generally offer pilot grants in the \$5,000 to \$50,000 range that are awarded competitively through a peer review process. These awards have the advantage of providing both funds and the experience and recognition of having received competitive research funding. We will forward all RFP's and related announcements to the NCSP listserv.

***** Scholars should contact NCSP staff/directors if they are planning to apply for any of these resources so that all appropriate application paperwork/processes are completed. They will work with the funding department to have the money transferred to our account for your use when applicable.*****

Applying for Funding from External Sources (non-Penn resources)

*****Scholars should contact NCSP staff/directors before they apply for any of these resources to ensure that all appropriate application paperwork/processes are completed. *****

There are many processes that need to be put into place when applying for funds from agencies outside of Penn. The Office of Research Services is the first place to start. It is recommended that you first review the [Sponsored Projects Handbook](#) for detailed instructions on required Penn processes.

Penn Office of Research Services (Penn ORS): <https://researchservices.upenn.edu/>

Per the [ORS handbook](#), any project, which meets any of the following criteria, is considered to be a "sponsored project" (see [Sponsored Projects Policy No. 2101](#)) and will be administered accordingly:

- The project commits the University to a specific line of scholarly or scientific inquiry, typically documented by a statement of work;
- A specific commitment is made regarding the level of personnel effort, deliverables, or milestones;
- Project activities are budgeted, and the award includes conditions for specific formal fiscal reports, and/or invoicing;
- The project requires that unexpended funds be returned to the sponsor at the end of the project period;
- The award provides for the disposition of either tangible property (e.g., equipment, records, technical reports, theses or dissertations) or intangible property (e.g., inventions, copyrights or rights in data) which may result from the project; and
- The sponsor identifies a period of performance as a term and condition.

Please note: All research and teaching activities, whether or not considered a sponsored project, which involve human subjects, laboratory animals, use of radioactive materials, or biohazard activities must be reviewed by the appropriate University committees for compliance with University policies and governmental regulations.

Because it is generally required that PI's be a person holding the academic rank of professor, associate professor or assistant professor it will likely be necessary for you to submit the proposal under your mentor's name. Research and training proposals may be submitted by individuals who do not qualify under this policy requirement provided the proposal is approved in writing by the appropriate department chair and dean, indicating their affirmative endorsement of the proposal, and the chair's acceptance of responsibility to monitor the conduct and quality of the work.

*****Upon determining that you will apply for external funding, or will be named on another agency's request for funding, certain documentation is required to be submitted and routed through the Penn Office of Research Services. Please speak to NCSP Staff and Directors for further details and before applying for external funds.*****

NCSP Curriculum

The NCSP curriculum requires specific electives for NCSP Scholars and 11 of the 12 required MSHP credits are prescribed as follows:

2023-2025 NCSP Degree Plan					
FIRST YEAR			SECOND YEAR		
Summer	Fall	Spring	Summer	Fall	Spring
HPR 6000: Introduction to Health Services Research (1.0 cu)	HPR 6030: Health Services and Policy Research Methods I (1.0 cu)	HPR 5010: Economics of Health Care Delivery (1.0 cu)	TBD ###: Free Elective (1.0 cu)	HPR 6060: Fundamentals of Health Policy (1.0 cu)	TBD ###: Free Elective (1.0 cu)
HPR 6040: Introduction to Statistics for HPR (1.0 cu)	HPR 6080: Applied Regression Analysis for HPR (1.0 cu)	HPR 6070: Health Services and Policy Research Methods II (1.0 cu)	HPR 9900: Mentored Research Project/Thesis I (1.0 cu)	TBD ###: Free Elective (1.0 cu)	HPR 9901: Mentored Research Project/Thesis II (1.0 cu)

Two thesis credits (Thesis I and Thesis II) are required for all students. These credits can be taken at any time in the second year, but both Thesis credits cannot be taken in the same semester.

*If you are interested in taking your free elective in your second summer or second spring (instead of your second fall), please alert the MSHP Program Coordinator, Kathleen Cooper. They can work with you to determine an alternate course plan.

NCSP program staff will automatically register you each semester for the classes above and will also handle your student billing, per NCSP tuition funding. No action is required from you for either registration or billing.

Extensive details pertaining to the Masters of Science in Health Policy Research (MSHP) Program will be provided in a separate orientation.

NCSP Seminars/Activities

Refer to Google/Outlook Calendar for Specific Dates

Attendance at Scholar Seminar and other core program activities (e.g., Visiting Policy Speakers, other invited guests) is **MANDATORY**.

Scholar Seminar Series

Tuesdays, 2:30-4:00, Fall & Spring (through the end of June)

The Scholar Seminar Series occurs every Tuesday and is comprised of four types of sessions:

1. **Professional development series (PDS):** this series is organized by MSHP leadership and consists of topics of broad relevance for professional development and academic and personal productivity (PDS sessions may be moved to a different time slot pending final planning with MSHP)
2. **Community engagement series (CES):** this series is organized by NCSP leadership and features speakers conducting and leading community engaged research and programs (CES session schedule TBD – may also be scheduled outside of the Scholar Seminar time on Tuesday afternoons).
3. **Health equity journal club:** this series is facilitated by Atheendar Venkataramani – each session is led by a scholar and draws from a series of important health equity-focused research articles. Scholars work with Atheendar to select an article and structure the discussion.
4. **Research in progress (RIP) sessions:** RIPs are interactive working group sessions where Scholars present ongoing updates related to their research work, conference presentations and/or job talks. Scholars are expected to always have a RIP-ready topic on-hand and should be prepared to present both on their scheduled date and on any date that needs coverage. RIP sessions may be as formal as a PowerPoint presentation, or as informal as bringing a survey instrument that needs revising. NCSP directors attend the RIPs to provide input from a diverse set of perspectives and scholars are strongly encouraged to invite their mentors and/or colleagues to attend.

Visiting Policy Speaker Series (VPS)

Lunch sessions, Fall & Spring (through the end of June)

The Visiting Policy Speaker Series is a scholar-led event organized by the VPS committee (scholars + Joanne Wood). The goal of VPS is to engage with leaders in an informal setting. The typical format is a 'fireside' chat focused on leadership and career development but the specific format depends on the speaker.

Monthly Scholar Lunch

Tuesday or Thursday lunch sessions (September-June)

This is a working lunch where scholars and co-directors make announcements and issues are discussed. Scholars are assigned to run the agenda for each lunch. Food is provided and attendance is **MANDATORY**.

Program Policies

Information Requests

On a regular basis, Scholars will be asked by the administrative staff to submit information requested by the NCSP Central Administrator, Program Directors or other stakeholders. This includes updates for newsletters, websites, the annual meeting, special reports, partner reports, special conference opportunities, etc. In most cases, your responses will be requested via email. In other cases, you may be asked to fill out an online survey. Please respond to these requests promptly and by the stated deadline. Deadlines are imposed by the requestor are not flexible.

Policy on Clinical Work

Upon arrival at Penn, the Program Directors work with the new Clinician Scholars to arrange an appropriate clinical activity for their time on the program. All Clinician Scholars are required to complete a minimum of 4 hours per week of clinical work but can be required to work up to 10 hours per week without additional pay as part of their program responsibilities. Most placements are completed at the VA, UPHS, CHOP or affiliated sites and malpractice is covered by the primary site. Required clinical work is expected to begin by September of the first year. Any additional clinical work is considered extracurricular and all arrangements for those placements, including appropriate malpractice coverage, are the responsibility of the Clinician Scholar.

Policy on Moonlighting

Clinician Scholars are permitted to moonlight an average of one day in seven per month. Moonlighting activities cannot interfere with attendance at classes, seminars, and all other program events. For non-VA Scholars, moonlighting is permitted at the Clinician Scholar's primary site as identified above. VA Scholars are not permitted to moonlight at the VA. Moonlighting more than an average of one day in seven per month requires pre-approval from the NCSP Co-Directors and will only be considered for scholars who have demonstrated consistent and appropriate academic and research progress.

After each moonlighting shift at a Penn Medicine or CHOP site, Scholars should work with their clinical departments to ensure that the following information is sent to the Administrative Director in a timely manner: approval via email for the hours worked from the clinic/facility director, number of hours worked, pay rate/hour, and dates/times. Upon receipt of this information, the Administrative Director will request approval from the NCSP Program Directors to process payment for the hours reported. The payments will be added to the Scholar's normal monthly paycheck. To be paid in a given month, all hours must be compiled, submitted and approved prior to the monthly payroll deadline (<http://www.finance.upenn.edu/comptroller/accounting/closingsch/payroll/>).

Policy on Attendance at Scheduled Program Activities

Our policies regarding your attendance at scheduled coursework and professional program activities are based on the requirement that all NCSP Scholars devote **full-time effort** to the program through their appointment end date on **June 30**. It is expected that you will devote sufficient effort to attend all of the curricular, research, and community activities associated with this program. Other activities (e.g., moonlighting) should be scheduled in accordance with this commitment.

Attendance at Scholar Seminar, Visiting Policy Speakers, and scholar lunches are MANDATORY. If you are not able to attend a required NCSP session, it is your responsibility to email the program co-directors and program staff in advance.

Absences from MSHP classes should be discussed with the Course Director(s) per MSHP attendance policies.

Attendance at all scheduled days of NCSP National Meeting is required.
The 2023 NCSP National Meeting will be held in-person, on October 11-13, 2023:
Hosted by Yale University, at the Omni New Haven Hotel at Yale in New Haven, CT

Policy on Vacation Time

Vacation will generally be taken during academic breaks between semesters. This will provide Scholars an extensive number of vacation days distributed throughout the year (approximately 2 weeks in August, 2 weeks in December/January and one week in March to coincide with the University’s Spring Break). In addition, no program events will be scheduled during the University’s official holidays that include New Year’s Day, Martin Luther King, Jr. Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Thanksgiving Day, the Friday following Thanksgiving Day, and Christmas Day. If extenuating situations arise that make vacation time necessary at other times during the year, please contact the program co-directors. All policies regarding attendance and permitted absences, as above, will apply.

In addition to vacation, Scholars may plan up to 6 weeks of time away from the NCSP during their second summer to pursue professional development or training activities at off-campus sites, i.e. an **Off-Site Policy Elective**. Such away rotations, whether completed in a full month block or in separate shorter periods, should be discussed well in advance with the Program Directors. A formal application and approval by program leadership is required.

Policy on Use of University Resources

All Clinician Scholars must adhere to the University's policy on the appropriate use of University Resources and Property which states:

“University services and property, including the University's name, are to be used solely for the conduct of University business by faculty and staff and by officially recognized campus organizations.”

Faculty and staff are responsible for the proper use of University assets and resources, including but not limited to:

- * Staff and staff time
- * Duplicating services
- * Campus mail
- * Computing equipment and time
- * Other equipment
- * Supplies
- * Space
- * Vehicles



Penn’s “Principles of Responsible Conduct” can be found here:
http://www.upenn.edu/audit/oacp_principles.htm

University’s name and logo

The University's name or logo must not be used in any announcement, advertising matter, publication, correspondence or report in connection with personal or unofficial activities of faculty members or staff. Further, the University's name or logo must not be used in any way that could be construed as implying endorsement of any project, product or service not officially sponsored by the University.

Office Operations

Incoming and Outgoing Mail

Each Scholar has a mailbox on the 13th floor. If you would like mail sent to you at your office space, please use the following address:

[Your Name]
c/o National Clinician Scholars Program
13th Floor Blockley Hall
423 Guardian Drive
Philadelphia, PA 19104-6021

There are two mailboxes for outgoing mail: Intramural (within the university) mail and USPS mail. Mail can be sent within the University using the Intramural Mail envelopes. For USPS mail, items must have a completed a Mail Authorization Card (MAC) attached. Attach the MAC to your mailing with a paperclip or rubber band. Items that already have postage affixed must be mailed via an external USPS mailbox.

Copies/Faxes/Scanning

In addition to photocopying, our copier works as our fax machine and our scanner.

Notes on the Duplicating/Printing/Fax Policy

Use of program copiers and printer/fax on the 13th floor of Blockley Hall should be limited to photocopying, printing, and faxing required by your coursework or research activities. Please try to be as respectful to the environment as possible when printing.

Housekeeping

The NCSP is very fortunate to have dedicated workspace and everyone involved in the program is responsible for maintaining it. Please remember to keep your personal area and the common areas clean. After events involving food or refreshments, please stay and help put away food. If you use the microwave, sink, or coffee maker, please be sure to wipe up any spills and clean out any uneaten food from the refrigerator on a regular basis. The housekeeping staff does not clean the kitchen – it is up to us to keep it neat and tidy.

Conference Rooms

There is a laptop available for presentations made in the conference room and classroom. Inside each conference room are directions for how to set up the A/V equipment. If you would like to use or reserve a conference room, please check with the program's administrative staff.

General Research and Office Supplies

Office supplies are kept locked in the supply closet. The program directors and the administrative staff have a key to open the closet. If there is an item that is not available, or that is running low, please notify Program Administrators so that it can be ordered.

Computer Help

If you need assistance with your laptop, complete ticket online at the Penn Medicine Support Center, DART: <https://www.med.upenn.edu/dart/>. In the Support Group field on the form, be sure to use "NCSP."

Expense Reimbursements/Travel Bookings

Reimbursements

In certain instances, you may need to request reimbursement for program-related expenses or expenses incurred on a trip.

UPenn has a travel and expense management system called **Concur**:

<https://cms.business-services.upenn.edu/penctravel/>

Instructions and information about this system can be found via the link above. Once all approvals are received, reimbursements through Concur are typically processed in 5-7 business days and will be deposited directly into the same account as your paycheck.

Please note that no reimbursements will be processed without the proper receipts. Keep all **ITEMIZED** receipts for any charges and tape them neatly to a piece of paper when requesting reimbursement. Penn requires receipts for all expenses, however small.

Reimbursement for expenses that have **already been paid** by you (including airfare, research supplies, conference registration, professional dues, hotel reservation, meals, etc.) can be submitted directly via Concur.

Receipts submitted more than **180 days** after the expense was incurred will not be reimbursed. Do not stockpile receipts – Submit them on an ongoing basis.

Keep an eye out for notices in your inbox from the Concur system and follow the prompts as instructed to avoid delays with your payment.

Travel Bookings

Concur is also the site used to book business travel reservations. Note: All flights for the NCSP National Meetings must be done via this system. Booking via Concur ensures that you receive Penn-negotiated discounts, travel support, and will allow you to bill our grant directly. Please note that Penn will not reimburse you for any upgraded tickets (i.e. first class or Acela seats). For more detailed information, and answers to any specific questions, please see Stacey.

Shared Drive

All Scholars are given access to a shared drive in **PennBox** which includes a "Scholar Resources" folder with samples of abstracts, budgets, IRB applications, job cover letters, NIH-LRP applications, K-awards, pilot awards, survey instruments, etc. Scholars are encouraged to refer to these resources often, as well as to add their own submissions for their colleagues' reference. The shared drive also houses Penn logos, poster templates, etc.

Hiring Research Personnel

NCSP provides funds for you to hire Research Assistants and Programmers for your study projects. There are specific rules and procedures for hiring these personnel and it is important to follow these carefully. Staff can provide further details regarding hiring procedures and all of the necessary information, including all of the required forms. Please be in touch with NCSP Administrative Director when you need to hire research personnel support.

Important Notes

- Having research personnel work any hours for you before being 'appointed' is a violation of University employment policy.
- Research personnel may not save up timesheets – timesheets are due every Friday.
- **Federal Work Study** hires are an excellent way to save money in personnel costs. When you hire a work study student, you only pay 40% of their hourly wage, the federal government covers the rest of the bill. For more information on the FWS program, talk to Staff to post a position on the Student Employment website.
- NCSP Administrative Director can post a job on your behalf in Workday to help you find a suitable Research Assistant.

Compensating Study Subjects

NCSP also provides funds for you to compensate study participants. There are specific rules and procedures for providing this compensation and it is important to follow these carefully. Guidelines for paying study participants, can be found on the following sites:

- [Payment to Subjects Participating in Research](#)
- [Greenphire ClinCard](#)

Important Notes

- **Tracking:** It is important that you properly track your gift card payouts. If your study is ever audited, it is important to have the records on hand. Please make sure that all participants fill out the “C-2 Human Subject Voucher” form and keep a spreadsheet of card numbers, disbursement dates, etc.
- **Secure Storage:** Keep all incentives in a locked drawer, accessible only by you and, on an as needed basis, your research staff.
- **Dollar Limit:** No single incentive can be worth more than \$100.
- **Tax Implications:** Any individual that is paid \$600 or more in cumulative incentives in one calendar year is subject to income tax. A W-9 must be collected from those participants.
- **Purchasing Policies:** Follow the same procedures when purchasing gift cards, Septa tokens, etc. as you would any other research supplies, i.e. either let Staff purchase them or keep your receipts and submit for a reimbursement.

Social Media

In addition to the MSHP Twitter account, Penn NCSP uses Twitter to promote our program events and share publications, presentations, and projects completed by NCSP scholars. Please follow us at the handle below. As with the MSHP program, if you would like to promote an event, project, or share a publication that you have completed, please tag us or reach out to the graduate group coordinator about sharing information directly from our account.

Follow Us!

Twitter: [@NCSP_Penn](#)