NCURA Vice President/President-Elect Candidate Vision Statement
Barbara Gray
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My organizational vision for NCURA is, and should be, the collective vision of the Board of Directors, the individuals who have been elected and entrusted by the membership with responsibility for setting the course for the organization. Too frequently, as we see in government and even in our own universities, changes in top level leaders can mean a complete reversal of direction, resulting in confusion, loss of productivity, and decreased quality of service. By the time everyone adjusts, the leaders—and direction—change again, once again thwarting real forward movement.

NCURA's organizational management model is one of collaboration and consensus, not one that serves the interests of a particular individual or a small cadre of top officials. Our working together in a deliberate manner through the Board of Directors, standing committees, and special committees and task forces, has led to many successes: a growing membership; a more nimble organization with new and improved educational programs; more opportunities for volunteers; strategies to develop future leaders; globalization of the organization; and more effective use of technology for communication, planning, and program delivery. The inclusion of NCURA as a case in the upcoming publication, *Transformational Governance: How Boards Achieve Extraordinary Change*, is evidence of the success of the model. Because our governance model and our strategic operations are highly effective, I am committed to this collaborative, transparent, and sustainable management approach, as I believe it will continue to lead to new successes that will benefit all members far into the future.

Each president has the opportunity to select one or two items from the strategic plan upon which to concentrate during his/her administration. Development and delivery of educational programs for research administrators is our raison d'être. I would stay true to our underlying purpose by selecting an activity or two under our "best professional development" and/or "on-demand educational programs" strategic goals to pursue during my presidential year. I am particularly interested in exploring ways to assist members, especially those in, or seeking to rise to, management positions, with "soft skills" development that must be partnered with technical knowledge to ensure upward mobility and career success. I would also continue development of our international initiatives; this is an extremely important investment for the future for both our domestic and international members as barriers fall and team science goes truly global.

I would like to share a more personal vision I have for the NCURA membership. Every year, I get a warm, comfortable feeling coupled with real excitement when my taxi pulls up to the Washington Hilton and I see the “Welcome Home, NCURA!” banner. I know that I’m about to learn new things, see old friends, make new ones, and be a part of an incredible event that will reignite my passion for my profession and my professional organization. And I know I am home! My personal vision is that all of our members are welcomed and supported in their professional growth so that they, too, will experience this sense of belonging and kinship within the NCURA community.