To: NCURA Membership
From: Dennis J. Paffrath, Assistant Vice President, ORD
University of Maryland, Baltimore

RE: Personal Statement – Candidate for Vice President/President Elect of NCURA

It is with great honor that I place my name into consideration as a candidate to represent NCURA as Vice President/President Elect. As a member of NCURA, I have been fortunate to benefit from the immense research administration knowledge this organization offers. As I am sure each of us has experienced, either through learning ourselves or through educating others, NCURA provides us with the tools we need to help us do our jobs more efficiently and to professionally advance within this complex and exciting field. I am very proud to be a part of this highly respected organization, comprised of such a devoted network of members.

Since joining NCURA in 1991, the field of research administration has changed dramatically. NCURA, as the premier professional research administration organization, has been a key resource for research administrators, giving us the ability to understand and implement countless changes. The central component of this organization is its members, who stand up and volunteer enthusiastically. Members are truly the lifeblood, and NCURA could not have become the strong and established organization it is today without them. On a personal level, this organization has given me the ability to develop a network of close friends and colleagues, who encourage, nurture and guide me when the going gets tough. In 2013 and 2014, I had the privilege of being a member of the Board of Directors and saw firsthand how dedicated and hardworking the Executive Committee truly is. These individuals have a clear understanding of what NCURA means to the membership and are continually looking out over the horizon to determine what our next steps should be.

NCURA has provided me with a roadmap for my professional development and has given me the desire to serve others in my chosen field. I have attached my resume, which details my participation in various NCURA activities throughout my 20+ years as a member. This list of activities does not adequately illustrate the knowledge, satisfaction and friendship each opportunity brought to me. All of these activities have provided me with opportunities to take my professional and personal life to a higher level.

Each year as I learn more about NCURA, I become more and more excited by the possibility of us reaching higher goals as an organization and at the possibilities we have as members to participate in its continued success. An opportunity to serve NCURA and
its membership in the capacity of Vice President/President Elect of NCURA would be an important step in my own professional and personal growth, while also giving back to the organization that has given me so much. To that point, I have attached my overall vision for NCURA and corresponding insights as they pertain to NCURA's overall strategic goals. I have also included a statement on what areas I would choose to concentrate on in order to achieve the stated strategic goals.

Thank you.