National Council of University Research Administrators

Traveling Faculty Handbook

Level I: Fundamentals of Sponsored Project Administration

Level II: Sponsored Project Administration:
Critical Issues in Research Administration

Financial Research Administration

Departmental Research Administration
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Appendix A: Rules of the Road
I: Benefits of Serving as an NCURA Traveling Workshop Faculty

Serving as an NCURA traveling workshop faculty member is a privilege. While participants are attracted to NCURA workshops due to the high quality of the faculty and content, traveling faculty members have the unique occasion to engage and advocate for our profession and our organization. The responsibility is on the individual faculty member to take advantage of these occasions and maximize these opportunities. Benefits and opportunities of being a traveling workshop faculty member include the following:

- Opportunity to co-present with nationally recognized subject matter experts
- Opportunity to be exposed to the greater research community
- Opportunity to benchmark operational procedures and policies
- Opportunity to solicit fresh perspectives on issues within our field
- Opportunity to learn
- Opportunity to participate in hot topics discovery
- Opportunity to visit other campuses for on-campus workshops
- Opportunity to travel

II. Overview

NCURA Core Purpose and Mission
NCURA serves its members and advances the field of research administration through education and professional development programs, the sharing of knowledge and experience, and the fostering a professional, collegial, and respected community.

Governance of NCURA
The Board of Directors is the governing body of the Council controls and directs the affairs of the Council including its programs, committees, and publications and determines its policies and actively supports its mission and goals.

The Professional Development Committee, one of NCURA’s standing committees, oversees the NCURA traveling workshop development, faculty selection and workshop evaluation.

NCURA Traveling Workshops
NCURA has four traveling workshops:
- Level I: Fundamentals of Sponsored Project Administration
- Level II: Sponsored Project Administration: Critical Issues in Research Administration
- Financial Research Administration
- Departmental Research Administration
NCURA Traveling Workshop Faculty
Traveling workshop faculty members serve a three-year term and are typically asked to teach one to three sessions per year. Workshops are 2 ½ days and occur around the country. NCURA provides honoraria for each session and reimburses for all travel.

As a presenter, NCURA faculty must have not only a depth of experience in research administration, but also an engaging personality, charisma and a sense of humor. In addition, they must be knowledgeable about a variety of topics, and this knowledge must be conveyed to an audience with varying levels of expertise.

Beyond being a senior research administrator, the most important requirement is to be a good communicator, teacher and presenter. Presenters should be able to couple their experience/expertise with the topics presented.

The presenter must understand the broader picture of how research administration fits into the structure of the university and how research management policies, regulations and practices have evolved. He/she must have interacted with faculty, university committees, the federal government and auditors sufficiently to provide the audience with real life experiences. He/she must also have had experiences working in a decision-making capacity in order to present to the audience the complexities of the job. They must have experience in pre-award, governmental regulations, compliance issues, and a variety of other issues affecting research administration.

Faculty Selection Process and Eligibility Criteria
NCURA has an open call for applications and nominations for traveling workshop faculty. The Professional Development Committee (PDC) selects the faculty taking into account experience in presenting national meeting workshops and sessions, experience in research administration and other related experience. NCURA is committed to achieving diversity of all kinds in its appointments, including geographic area, institutional size and type, gender, and ethnicity.

It is required that faculty hold Regular Member status in NCURA, at time of application and during term of service.

Additionally, faculty may apply to serve two (2) consecutive, 3-year terms. At the end of the two terms, a mandatory one year hiatus must be observed before re-application.

Faculty members are selected by the PDC and approved by the Board of Directors. Terms begin in January of the following calendar year.

All approved faculty will be required to observe the appropriate traveling workshop before being eligible to teach. If the individual has been part of traveling workshops previously, but is teaching a new area, observation is also required. NCURA will cover all related travel and lodging for the observation. Every attempt is made to have this observation occur in the year of selection, often in December.
Faculty may also be invited to a full-day, adult learning principles workshop. Logistics will be discussed when a session is identified.

**Ongoing Faculty Eligibility Criteria**

Annually, faculty will be required to:

- Complete and return the Rules of the Road (Appendix A)
- Confirm areas of expertise initially collected in the application process
- Confirm current employment status

Note: In cases of employment termination, whether retirement or leaving current position, faculty is expected to notify the PDC Chair immediately. Retirees will be allowed to complete service on the faculty for the current calendar year, at which point the appointment will end. Other employment terminations will be reviewed on a case by case basis by the PDC Chair in order to determine continued service on the traveling workshop faculty.

**Site and Date Selections**

The NCURA Meetings Staff gathers faculty availability and listings of religious and federal holidays, and NCURA and non-NCURA meetings to determine the dates for the traveling workshops. The staff looks to balance ease of travel, rates and weather in the selection of cities.

**Team Assembly**

The traveling workshops have set teams determined by the Chair and Vice Chair of the PDC. The following areas are considered when developing teams:

- Varied years of experience
- Balance of private/public schools
- Balance of large/mid/small schools
- Balance of gender
- Faculty availability

**Assigning Teams to Sessions**

The NCURA Meetings Staff assigns teams to the different locations based on availability of the team with the goal of balancing an equal number of times for each team to present in a year. Teams are approached based on the list provided by the PDC Chair each year.

Faculty should expect to be approached one to three times a year about availability for workshop presentations.

**Honorarium**

In recognition of your expertise and contributions, NCURA will provide an honorarium that represents an acknowledgement of the cumulative time you have put into making the workshop a success. The honorarium amount is set by the Board of Directors, after recommendation by the Financial Management Committee, and is based on a daily rate and awarded for three days. Faculty for workshops running for more or less than two and a half days will receive their honoraria adjusted by the number of days as determined by the Board.
III: EXPECTATIONS OF FACULTY

The faculty of NCURA’s traveling workshops is selected on the basis of their extensive depth and breadth of knowledge in pre-award, post-award and/or compliance issues, their demonstrated excellence as presenters, their outstanding speaking skills and ability to field a broad range of questions, and their commitment to leadership within NCURA. As ambassadors of NCURA and their home institution, it is important that traveling faculty conduct themselves professionally.

Participation requires a commitment of your time to ensure that the workshop offers high-caliber professional development to attendees. The actual number of hours involved for a single workshop will vary, but it will be greater than the number of hours of actual teaching.

On an annual basis, faculty is expected to:
  - Sign and return a copy of the NCURA Rules of the Road to the NCURA Office.
  - Confirm employment and areas of expertise collected in the application process. Because Traveling Workshops are flagship offerings of NCURA, faculty is expected to stay current and relevant in the field. Faculty who move to positions that are significantly different than when they applied to serve as Traveling Faculty are encouraged to discuss the change with the PDC Chair in order to ensure content expertise is maintained in the offering.

Prior to each workshop, faculty is expected to:
  - Coordinate with the NCURA staff for assignment to a specific offering by responding within the requested timeline. And, once confirmed as a presenter in the workshop, meet the commitment, barring emergencies.
  - Review all slides, case studies and reference material: Presenters should familiarize themselves with all of the material to be covered during the workshop. Questions about any of the materials should be noted and addressed in the pre-workshop conference call (see below) or other suitable means. Materials are posted to the appropriate Collaborate Community for individual workshops.
  - Participate in the pre-meeting conference call: A pre-workshop conference call will be facilitated by the Team Leader, assisted and coordinated by the NCURA staff liaison. In addition to pre-meeting logistics, the conference call is an opportunity to discuss the overall approach for the presentation and discuss the individual assignments of team members. While there may be a template of slide distribution by topical areas for some of the workshops, Team Leaders, with input from Team Members, are free to change these assignments in order to take advantage of the team’s expertise. Any questions about slides, case studies, or reference materials should be reviewed and addressed during the conference call.
At the workshop, faculty is expected to:

**Arrive at the hotel on time:** Arrive during the afternoon or early evening on the date prior to the workshop. This allows faculty the opportunity to meet with their co-faculty prior to the workshop.

**Dress appropriately:** It is important to NCURA to project an image of professionalism. Faculty is expected to wear appropriate business attire. Business casual clothing may be considered during the final day of the workshop to allow for more comfortable travel.

**Stay engaged:** It is important for all team members to be engaged in all aspects of the presentation. Team members are expected to refrain from checking email or phone messages at all times during the workshop sessions. Members should remain attentive and contribute by answering questions, offering comments, or engaging the audience at appropriate times during the presentation.

**Participate in related activities:** In addition to the formal workshop sessions, faculty members are expected to participate in all activities related to the workshop. These include all meals or scheduled events with the participants during the first two days of the workshop, as well as participating in a kickoff meeting the evening before the workshop begins, and in a daily debrief on days one and two of the workshop. Many teams choose to join their colleagues and NCURA staff members for dinner during the workshop. These informal occasions provide opportunities for mentoring new members of the team and to address any issues, questions or topics that may have arisen during the workshop sessions. The Team Leader will coordinate with Team Members to determine when they will have their onsite connections.

After the workshop, faculty is expected to:

**Participate in post-session questions from participants:** Occasionally attendees have follow-up questions or clarifications as they digest the material upon returning. We ask that faculty be receptive and responsive to these contacts for the first month after the session.

**Participate in post-meeting conference call:** Within three weeks after the workshop, a post-workshop conference call will be facilitated by the Team Lead, assisted and coordinated by NCURA staff, in order to discuss any areas of difficulty or opportunities for improvement in future sessions – whether content, presentation style, or flow of material.

**Complete post-meeting evaluation survey of workshop:** Within two weeks after the workshop, faculty will complete a post meeting survey of the workshop that will evaluate all aspects of the workshop from the faculty perspective. When needed, and under the facilitation of the Team Lead, faculty should also use this opportunity to provide peer feedback to each other.

**Review workshop evaluations:** All team members will receive copies of the workshop evaluation approximately two to three weeks after the meeting. Members should review the evaluations carefully, paying particular attention to the comments, and look for opportunities to improve on the presentation. Workshop evaluations will also be reviewed annually by the
Chair of the PDC. Faculty members who are unable to achieve a rating of at least 75% in the categories above “Average” on the summative evaluation averaged over three workshops may be replaced by the PDC for the remainder of their three-year term as faculty.

IV: RESPONSIBILITIES
Each traveling workshop will see its faculty in three different roles—Team Leader, Team Member and Observer. In addition, each traveling workshop will be assigned a Materials Coordinator for annual revision of all workshop materials for the upcoming year.

The Team Leader for each traveling workshop offered will be identified during the team confirmation process and is shared with all faculties in the logistics email. The Team Leader is typically one of the more experienced traveling workshop faculties. Each year, Team Leaders are identified by the Chair and Vice-Chair of the PDC.

Responsibilities of the Team Leader are to:
- Arrange required pre-workshop conference call(s) and post-workshop follow-up, with NCURA Office assistance.
- Distribute workload of learning material among faculty members, and when appropriate, incorporate Observers for benefit of experience. In the case of Observer(s), inform NCURA lead staff and Observer(s) where they will be located -- head table, sitting with attendees, or observing from the back of the room.
- Be primary lead for the overall session
- Introduce participating faculty, NCURA staff member, and any Observers
- Ensure that each day of the session starts and ends on time
- Ensure that the workshop time schedules are met and that the “flow” of the workshop is maintained
- Announce daily about the sign-up sheet for CPE credits for Certified Public Accountants and that participants will receive confirmation via email within one week of the workshop
- Serve as a facilitator to maintain the balance between conversation strings “off topic,” the schedule, and good audience participation/interaction providing a collegial and positive learning environment for attendees
- Organize daily, on-site conference debrief in conjunction with Team Members and Observer(s) – potentially at dinner or before the next session
- Provide input on workshop evaluations
- Serve as a mentor for newer traveling faculty
- Solicit and provide peer feedback for workshop faculty team members.
- Also meet Team Member responsibilities

Team Members for each traveling workshop will be identified during the team confirmation process and shared with all faculties in the logistics email.

Responsibilities of the Team Members are to:
- Participate in required pre-workshop conference call(s) and post-workshop follow-up.
• Be prepared to participate throughout the entire session
• Arrive to the “classroom” early each day of the session so that there is an opportunity to interact with attendees and answer questions
• Contribute to a positive environment throughout the entire workshop by fostering good team interactions and professionalism to all those involved with the workshop, whether an attendee, faculty member, or NCURA Staff; keep in mind that attendees are observing your behavior
• Follow through in responding to workshop attendees who contact team members after the workshop, with the understanding that most contact will occur within the first month after the offering
• Participate in daily, on-site conference to assess workshop effectiveness; this conference will take place either at dinner or before the next day’s session
• Follow the Team Leader’s guidance and be receptive to follow-up mentoring
• Provide peer feedback to team members, as needed.
• Participate in the annual review and improvement of workshop materials

Observers attend traveling workshop sessions when they will be joining that workshop as a faculty member.

Responsibilities of an Observer are:
• Watch the presentation
• Be prepared to engage through the entire session; many Team Leaders involve Observers in that particular session
• Contribute to a positive environment throughout the entire workshop by fostering good team interactions and professionalism to all those involved with the workshop, whether an attendee, faculty member, or NCURA Staff; keep in mind that attendees are observing your behavior

Materials Coordinator will be identified by the NCURA staff and shared with all faculties as part of the annual review.

Responsibilities of the Materials Coordinator are to:
• Solicit feedback on the current state of materials from the workshop faculty one time per year
• Make relevant updates to all materials (slides, handouts, scripts, etc.)
• Work with National staff to post the material to Collaborate
• Notify fellow faculty of new posting and highlight changes

While not intended to be prescriptive, generally, NCURA staff will approach workshop faculty who are near the end of their term second year to lead changes.
V: LOGISTICS and other FAQs

When will I hear from my NCURA Lead Staff?
Once the session is finalized, we will let you know who your NCURA Lead Staff will be, who will be serving as team lead for the session, who your fellow faculty are, and notification to make travel arrangements.

You will receive a planning email about five weeks before the workshop and a faculty conference call will be planned two or three weeks before the session.

What if a scheduling conflict arises and I cannot teach a session I committed to?
Please let your NCURA staff person know and also contact Stephanie McJury, Meetings Manager, at mcjury@ncura.edu who will find a replacement faculty for the session.

If the full team initially approached cannot attend, how are replacement faculty selected?
NCURA strives to offer a balance among areas of expertise and types of institutions. In the event that replacements are needed, NCURA staff will try to fill based on the following criteria:
- Current Traveling Faculty that have similar areas of expertise to the person unable to attend
- Current Traveling Faculty that had previous scheduling conflicts
- Faculty geographically close to the session, especially in cases of unusually short notice
- Adjunct faculty – those that were recent Traveling Workshop Faculty

How is the room set?
In response to the Adult Learning Workshop recommendations, the participant tables are set in crescent rounds, with no more than five people to a table. Additionally, there is a head table for workshop faculty materials. The wireless remote to advance slides has a “black out” feature so you can take the slides off the screen when not referring to them and allow the attendees to focus on content and what you are saying. There will be one wireless lav mic, one wireless handheld, and one table mic as standard audio set in order to give faculty flexibility while containing costs.

Note: On-campus offerings may vary due to space provided, but NCURA staff will try to meet the above expectations.

What is the suggested attire?
Days One & Two of the workshop are business attire with Day Three of the workshop business casual. Additionally, some traveling workshops have begun a “tradition” of wearing school colors the last day. Please coordinate with the NCURA Lead Staff to share that information with attendees at least one week prior to the session.

Is it appropriate to rent a car?
Our hotel sessions are set in areas where it is easy to get around so cars are not needed. On occasion for on-campus sessions, we may need to rent a car. In these cases, the NCURA staff will rent the vehicle. If you choose to rent a car for personal use, it will not be reimbursed.
**How soon should I purchase my airline ticket? Is first class allowed?**
Purchase your ticket at least 21 days before your flight, but after contract completion and faculty confirmation email. Your flight should be purchased on a coach seating ticket, demonstrating good stewardship of NCURA resources. If there are extraordinary circumstances where Economy Plus or First Class travel are requested, you will not be reimbursed without prior approval from the NCURA Office for that increased cost.

**Who books my sleeping room?**
Your NCURA staff person will book your sleeping room and the room charge and tax will be direct billed to the master account. You will need to give the hotel your personal credit card for any incidental charges you may incur. Reasonable incidentals will be reimbursed.

**Do we have faculty dinners?**
Yes, the NCURA on-site liaison will coordinate meals for the entire faculty. These dinners are non-mandatory, but offer an opportunity to debrief from the day’s activities. If you choose to make alternative arrangements, please inform the NCURA on-site coordinator.

**Is there a budget for the NCURA faculty dinners?**
Yes, NCURA’s reimbursement policy is for up to $50 for the evening meal. If you attend the faculty group dinner, your NCURA on-site liaison will handle the meal costs. If you choose to have dinner on your own, the reimbursement would be for up to $50 with receipts on your travel reimbursement report.

**May I bring a guest to dinner?**
Yes. Inform the NCURA on-site liaison for inclusion in dinner reservations and note on your subsequent travel reimbursement form for the NCURA finance department to deduct the meal of the guest from your travel reimbursement. The NCURA on-site liaison will inform the Finance Department of the correct portion of the meal to deduct.

**When are reimbursement forms due?**
The travel reimbursement form and all original receipts are to be submitted to the NCURA Office no later than 30 days after completion of travel.

**If I have a question or concern, who should I contact?**
For logistical questions, please your NCURA Lead Staff or Stephanie McJury, Meetings Manager, at (202) 466-3894. For other concerns, please contact your Team Leader or the Chair of the Professional Development Committee.

**Thank you for your service to NCURA and to the profession of Research Administration.**
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VI: SESSION SPECIFIC INFO

Level I: Fundamentals of Sponsored Project Administration

Each Fundamentals Session team has three faculty, each serving in one of the following primary areas:

- Pre-award faculty member
- Post-award faculty member
- Compliance faculty member

The Fundamentals Faculty page, with the current slides and additional faculty resources can be found at: http://collaborate.ncura.edu/home/ By logging into your Collaborate Profile and dropping down to “Communities”, “My Communities” you can access the Fundamentals Faculty Community. You are encouraged to post questions to the whole Fundamentals faculty through this space.

Faculty members for the Fundamentals present an overview of issues faced by research administrators. The team includes expertise in pre-award, post-award, compliance, and various other areas of grants development and research management. The faculty must also be adept at identifying with participants who may be very new to the field.

Examples of Topic Areas Covered

- Legal Framework of Sponsored Projects Pre-Award: Research Administration Services
- Proposal Submission and Review
- Distinguishing among Gifts, Grants, Contracts, Purchase Orders, Subcontracts, and Subawards
- Proposal Preparation, Including Salary/Consulting Caps and NIH Modular
- OMB Uniform Guidance
- Federal Acquisition Regulations
- Negotiation and Award
- Special Types of Awards and Provisions
- Electronic Research Administration, including FastLane, NIH Commons and the Federal Commons
- Federal Demonstration Partnership and Expanded Authorities
- Compliance areas, such as Responsible Conduct of Research (RCR), Misconduct in Science, Conflict of Interest
- Special Considerations in Award Management (e.g., intellectual property issues, data access and ownership)
- Clinical Trials and the Health Sciences/Medical Issues
- Data Ownership and Privacy Issues
**Level II: Sponsored Project Administration: Critical Issues in Research Administration**

Each SPA II Session team has three faculty, each serving in one of the following primary areas:

- Pre-award faculty member
- Post-award faculty member
- Compliance faculty member

The SPA II Faculty web site, with the current slides and additional faculty resources can be found at: [http://collaborate.ncura.edu/home/](http://collaborate.ncura.edu/home/) By logging into your Collaborate Profile and dropping down to “Communities”, “My Communities” you can access the SPA Faculty Community. You are encouraged to post questions to the whole SPA faculty through this space.

Faculty members on an NCURA Sponsored Project Administration (SPA) faculty team present advanced concepts and issues confronted by the research administrator. The team includes expertise across the broad areas of pre-award, post-award (including financial), compliance, costing, and other areas of grants and contract development and research management. The faculty integrates into their presentation and teaching the balance of service to researchers while maintaining good stewardship and managing risks, providing attendees with current knowledge of issues and trends facing research administrators.

**Examples of Topic Areas Covered:**

- Comprehensive services in both pre- and post-award administration settings
- Compliance areas, such as Responsible Conduct of Research (RCR), Misconduct in Science
- Conflict of Interest
- Export Controls
- Special Considerations in Award Management (e.g., intellectual property issues, data access and ownership)
- Audits
Financial Research Administration

Each FRA Session team has three faculty, each of which serve in grant and contract financial management.

The FRA Faculty website, with the current slides and additional faculty resources can be found at: http://collaborate.ncura.edu/home/ By logging into your Collaborate Profile and dropping down to “Communities”, “My Communities” you can access the FRA Faculty Community. You are encouraged to post questions to the whole FRA faculty through this space.

Faculty members for the Financial Research Administration traveling workshop present in detail financial issues faced by the financial research administrator. The team includes expertise in post award, financial, departmental, compliance, costing, audits and other areas of grant and contract financial management. It is expected that they will be in a decision-making capacity in order to present to the audience the complexities of the job and institutional environment. The faculty integrates into presentations case studies and real-world scenarios in order to maintain good stewardship and avoid management risks. The faculty is expected to remain current in the knowledge, issues, and trends facing financial research administrators.

Examples of Topics Covered:

- OMB Uniform Guidance
- Time and Effort Reporting
- Cost Sharing
- Recent Audits
- Allowability
- F&A Cost Proposal
- Cost Accounting Standards
Each DRA Session team has three faculty, each serving in one of the following primary areas:

- Departmental Research Administrators
- Central Research Administrator

The DRA Faculty web site, with the current slides and additional faculty resources can be found at: http://collaborate.ncura.edu/home/. By logging into your Collaborate Profile and dropping down to “Communities”, “My Communities” you can access the DRA Faculty Community where you can access materials or post a question to the whole DRA team.

Faculty members for the Departmental Research Administration (DRA) Workshop present in detail those issues faced by departmental administrators during the pre and post-award phases. This workshop delves into the transactions faced by departmental administrators on a daily basis. The faculty must, therefore, work as a team and integrate into its presentation case studies, role playing, and real-world scenarios to illustrate ways to maintain good stewardship and manage risks. As a departmental research administration faculty member, one must have an in-depth knowledge of pre- and post-award issues. The faculty should collectively bring together knowledge from a variety of institutional settings. DRA faculty members must be capable facilitators to effectively guide participants, and concisely summarize the key points of activities.

Examples of Topics Covered:
- Reviewing Funding Announcements
- Proposal Preparation and Submission
- OMB Uniform Guidance
- Cost Accounting Standards
- Time and Effort Reporting
- Cost Sharing
- Recent Audits
- Allowability
- Subawards and Subrecipient Monitoring
- Financial Reporting and Award Closeout
NCURA’s core purpose is to serve its members by advancing the field and profession of research administration. The cornerstone of such advancement is delivery of preeminent professional development opportunities, such as NCURA’s Traveling Workshops.

Traveling faculty are independent contractors. As NCURA members, all are expected to conduct themselves professionally and abide by the NCURA core values of integrity, excellence, inclusiveness, and collegiality. At all times, faculty shall 1) act in the best interest of NCURA, and 2) not place one's own self-interest above that of the organization.

**NCURA Staff Support.** All NCURA traveling workshops have at least one dedicated NCURA staff member to manage the logistics of the workshop. While traveling faculty are responsible for coordinating their own travel to and from the workshop location, NCURA staff shall coordinate lodging, dining, and local transportation arrangements for the faculty team in advance of the workshop. Once onsite, staff are dedicated to ensure a successful workshop by liaising with the host entity, managing participant registration, and providing overall coordination. On-site duties include: 1) ensuring the presentation room is appropriately arranged, 2) confirming AV equipment is working and the presentation is ready for display, and 3) distributing workshop materials to the participants. Throughout the day, staff will coordinate any assigned breaks and meals. In the evening, the NCURA staff will coordinate and communicate with the faculty transportation and dining accommodations. Staff support is not provided for faculty personal or professional use.

**Confidentiality.** Faculty have access to the current electronic version of the presentation materials and slides. This material is proprietary to NCURA and shall not be reproduced, shared, or distributed without prior written consent of NCURA. Incorporating additional material or props into the workshop, and securing permission for its use or duplication, shall be the responsibility of the traveling faculty member.

**Conflict of Interest.** Faculty shall disclose, in advance of an assigned workshop, any potential or real financial conflict of interest to the NCURA Executive Director. If upon review, the conflict cannot be managed or mitigated, NCURA reserves the right to reassign or not engage the individual until such conflict can be appropriately managed.

**Faculty Lead:** If serving as a Faculty Lead, acknowledge and commit to performing the additional responsibilities as outlined in section IV Responsibilities.

**Annual Confirmation.** Faculty shall confirm agreement to these Rules of the Road as well as provide updated information on employment and expertise on an annual basis.

I have read and agree to abide by the above NCURA Traveling Faculty Rules of the Road.

Signature of NCURA Traveling Faculty Date
Dear NCURA Traveling Workshop Faculty:

Thank you for sharing your time and talent with NCURA by serving as a traveling workshop faculty. The continuing success of NCURA is due to colleagues, such as you, who are extremely generous with their time and commitment to increase the professionalism of our community.

If you have any questions, please do not hesitate to contact the Chair of the Professional Development Committee or the NCURA National Staff Meetings Manager.

Thank you -

Professional Development Committee