TOGETHER TOWARDS TOMORROW

11th Annual Pre-Award Research Administration Conference

MARCH 8 – 10, 2017
San Diego, CA
Dear Colleagues,

It is an honor and a pleasure to officially welcome you to the 2017 Pre-Award Research Administration Conference in beautiful San Diego, California, aptly named America’s Finest City. The conference could not offer a more suitable backdrop for our days together, with 70 miles of majestic coastline, gentle Mediterranean climate, and friendly locals. The program theme, “Together Towards Tomorrow,” represents an extension of NCURA’s tag line “Supporting Research… Together” and is filled with events offering open collaboration, networking, and knowledge sharing.

Our program committee has developed an exciting lineup of session presenters and discussion facilitators from a diverse cross section of our profession in order to offer all attendees something to “take home with them”. We recognized that our attendees represent Research Administrators at every level, from entry through mid-level to executive-level, as well as every role, from Departmental through Pre-Award to Predominantly Undergraduate Institutions that “do it all”. One of the most important aspects of the PRA Conference is the broad diversity and range of professional development offerings, and we are pleased to offer a Career Advancement and Development track that provides guidance for the individual contributor and manager levels. Additionally, we have two new half-track offerings: Systems, Metrics and Data as well as Senior/Executive Leadership to address the ever-expanding needs of the profession.

As you meet new and old colleagues in Research Administration, we hope that the strategies and practices exchanged during the conference will serve you in the best possible way. Our goal is for everyone to come away renewed and inspired as well as immediately able to incorporate the tactical tips and tools provided in the program offerings into your everyday work.

We are very honored to present our keynote speaker, Dr. Carolin Rekar Munro, a strong community advocate and a champion of initiatives to enhance multi-generational collaborations. She will be inviting us to participate in activities that will highly engage our attendees and provide us tools for collaboration in which we can immediately implement during the conference. To quote Dr. Munro, the tips we will learn are “simply elegant and elegantly simple”.

We would like to thank each of you for attending this year’s PRA Conference. You are the assets to our profession today and tomorrow. Throughout the conference, we ask everyone to stay engaged, be proactive, and remain invigorated and motivated, recognizing the investment we make in ourselves, our careers, and our institutions.

Yours… Together Towards Tomorrow,

Rosemary Madnick
Denise Moody

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**PROGRAM COMMITTEE**

**CO-CHAIRS**
Rosemary Madnick, University of Alaska Fairbanks
Denise Moody, Harvard University

**CAREER DEVELOPMENT/ADVANCEMENT**
David Smelser, University of Tennessee
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Michelle Bulls, National Institutes of Health
Richard Seligman, California Institute of Technology

**INTERNATIONAL**
Agatha Keller, ETH Zurich | University of Zurich
Denise Wallen, University of New Mexico

**MEDICAL/CLINICAL**
Sue Kelch, University of Michigan-Ann Arbor
Erin Bailey, University at Buffalo

**PRE-CONFERENCE WORKSHOPS**
Robyn Remotigue, University of North Texas Health Science Center at Fort Worth
Courtney Swaney, University of Texas at Austin

**PREDOMINANTLY UNDERGRADUATE UNIVERSITIES (PUI)**
Tricia Callahan, Miami University
Julie Guggino, Central Washington University

**SENIOR/EXECUTIVE**
Suzanne Rivera, Case Western Reserve University
Susan Sedwick, Attain, LLC

**SYSTEMS/METRICS/DATA**
Zachary Belton, Huron Consulting Group
Derek Brown, Washington State University
Michiko Pane, Stanford University
CPE INFORMATION FOR CERTIFIED PUBLIC ACCOUNTANTS

NCURA is accredited by the National Registry of CPE Sponsors. This program is administered by the National Association of State Boards of Accountancy (NASBA) to sponsor and award Continuing Professional Education Credits (CPEs) to accounting professionals. Certified Public Accountants will need to complete a CPE credit form in order to receive CPE credits. CPE forms are available at the NCURA PRA Concierge Desk. Forms must be deposited in the CPE boxes located at the NCURA PRA Concierge desk at the end of the conference. In accordance with the standards of the National Registry of CPE Sponsors, 50 minutes equals 1 CPE. Depending on the sessions and workshops you choose to attend a maximum of 19 CPE credits can be issued for NCURA’s PRA Conference. Fields of study available are Specialized Knowledge and Applications (S), and Personal Development (PD).

CPE Credits will be available for concurrent sessions, workshops and senior level forums. Discussion Groups, Spark Sessions and the Keynote Address are not eligible for CPE credits.

Maximum Credits Available:

11 CPEs: Conference Only
15 CPEs: Conference + Half Day Pre-Conference Workshop
19 CPEs: Conference + Full Day Pre-Conference Workshop

Please Note: All Continuing Professional Education Credits (CPEs) will be issued by April 14, 2017.

REGISTRATION

Registration is available at www.ncura.edu and is available to any individual engaged in the administration of sponsored programs in a college, university, or teaching hospital. Please Note: Learning objectives for each session will be noted in the conference program. Please consult the session descriptions for program level details. The only prerequisite for meeting attendance is current involvement in university sponsored research programs. There is no advanced preparation required to attend sessions. This conference is a “group-live” offering. For information regarding administrative policies such as complaint resolution and refund, please contact our office at +1 202-466-3894.

OTHER INFORMATION

NCURA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.

CEU INFORMATION FOR ALL PARTICIPANTS

NCURA will be offering CEUs for the PRA Conference and Pre-Conference Workshops. The Continuing Education Unit (CEU) is a nationally recognized unit designed to provide a record of an individual's continuing education accomplishments. Please note, CEUs are calculated based on the standard formula of 1 CEU = 10 contact hours.

Maximum Credits Available:

13 Hours of Education: 1.3 CEUs: Conference Only
16 Hours of Education: 1.6 CEUs: Conference + Half Day Pre-Conference Workshop
19 Hours of Education: 1.9 CEUs: Conference + Full Day Pre-Conference Workshop

Please note: All Continuing Education Units (CEUs) will automatically be sent to all registrants of the conference by April 14, 2017.

SESSION DEFINITIONS

PRE-CONFERENCE WORKSHOPS are presentations, traditionally supported with PowerPoint and handouts and are taught by topic experts in a classroom style setting. These sessions have built-in question and answer time and have anywhere from 20 – 70 attendees.

SENIOR FORUMS are intended for experienced participants in senior management positions. Current issues and basics are presumed known. No PowerPoint slides or handouts are used. Agenda topics should be known but discussion should dictate the length and depth of each topic. Session attendance is limited to 25 people to encourage discussion and active participation by attendees.

* Please note – The Workshops and the Senior Forums are the only sessions taking place on March 8. There is an additional fee for Workshops and Senior Forums.

CONCURRENT SESSIONS are presentations that have question and answer time built-in. These sessions will have anywhere from 30 – 150 attendees.

DISCUSSION GROUPS are facilitated sessions that are limited to 30 participants. Instead of formal presentations, the specific topics are discussed, and information is shared by the group’s attendees.

SPARK SESSIONS are 15 – 20 minute, high energy, high deliverable offerings that will get right to the “good stuff,” and you will be able to check out multiple topics in each time slot.
Tuesday, March 7, 2017
4:00 – 6:00 pm
PRA Concierge...........................................17
Participant Materials Pick-up............17

Wednesday, March 8, 2017
7:30 am – 5:00 pm
PRA Concierge...........................................17
Participant Materials Pick-up ............17
8:30 am – 5:00 pm
Pre-Conference Workshops
and Senior Level Forums..............17
(Additional fee required to attend)
5:30 – 6:15 pm
Networking Reception....................17

Thursday, March 9, 2017
6:15 – 7:15 am
NCURA Fun Run and Power Walk......18
7:30 am – 5:00 pm
PRA Concierge...........................................18
Participant Materials Pick-up...........18
Exhibits Open...........................................18
NCURA Connect.................................18
7:30 – 8:15 am
Continental Breakfast....................18
Breakfast Roundtables...................18
8:15 – 9:45 am
Keynote Address...............................18
9:45 – 10:15 am
Networking and Refreshment Break....19
10:15 – 11:30 am
Concurrent Sessions.........................19
Discussion Groups.............................22
Spark Sessions.................................23
11:30 am – 1:00 pm
Networking Luncheon.......................23
1:00 – 2:15 pm
Concurrent Sessions.........................24
Discussion Groups.............................26
Spark Sessions.................................27
2:15 – 2:45 pm
Networking and Refreshment Break....28
2:45 – 3:45 pm
Concurrent Sessions.........................28
Discussion Groups.............................31
Spark Sessions.................................33
3:45 – 4:00 pm
Networking and Refreshment Break....33
4:00 – 5:00 pm
Concurrent Sessions.........................33
Discussion Groups.............................36
Spark Sessions.................................37
6:00 pm
Dinner Groups......................................37

Friday, March 10, 2017
6:15 – 7:15 am
NCURA Fun Run and Power Walk......38
7:30 am – 3:45 pm
PRA Concierge...........................................38
Participant Materials Pick-up...........38
Exhibits Open...........................................38
NCURA Connect.................................38
7:30 – 8:15 am
Continental Breakfast
Breakfast Roundtables....................38
8:15 – 9:45 am
Concurrent Sessions.........................39
Discussion Groups.............................43
Spark Sessions.................................46
9:45 – 10:15 am
Networking and Refreshment Break....46
10:15 – 11:30 am
Concurrent Sessions.........................46
Discussion Groups.............................49
Spark Sessions.................................50
11:30 am – 1:00 pm
Networking Luncheon.......................51
1:00 – 2:15 pm
Concurrent Sessions.........................51
Discussion Groups.............................54
Spark Sessions.................................57
2:15 – 2:45 pm
Networking and Refreshment Break....57
2:45 – 3:45 pm
Concurrent Sessions.........................57
Discussion Groups.............................60
Spark Sessions.................................61
3:45 pm
Conference Adjourns
PRE-CONFERENCE WORKSHOPS & SENIOR LEVEL FORUMS

ADDITIONAL FEE REQUIRED TO ATTEND

MARCH 8, 2017
San Diego, CA
Wednesday, March 8, 2017

8:30 am – 5:00 pm | FULL DAY PRE-CONFERENCE WORKSHOPS

WORKSHOP 1 | Program Level: Intermediate
POST-AWARD AWARENESS FOR THE PRE-AWARD ADMINISTRATOR

WORKSHOP 2 | Program Level: Basic
DEPARTMENTAL ADMINISTRATORS BOOTCAMP

WORKSHOP 3 | Program Level: Overview
THE ALPHABET SOUP OF NIH TRAINING AND CAREER DEVELOPMENT AWARDS

8:30 am – Noon | MORNING HALF DAY PRE-CONFERENCE WORKSHOPS & SENIOR LEVEL FORUM

WORKSHOP 4 | Program Level: Basic
BUILDING A BUDGET

WORKSHOP 5 | Program Level: Overview
INTEGRATING AND ENHANCING RESEARCH DEVELOPMENT AT SMALL INSTITUTIONS AND WITHIN DEPARTMENTS

WORKSHOP 6 | Program Level: Intermediate
STRATEGIC PLANNING – TO IMPROVE PROCESSES AND REDUCE ADMINISTRATIVE BURDENS

WORKSHOP 7 | Program Level: Intermediate
SUBRECIPIENT MONITORING/INTERNAL CONTROLS

WORKSHOP 8 | Program Level: Intermediate
FISMA, NIST STANDARDS AND REGULATED DATA

SENIOR LEVEL FORUM 9 | Program Level: Advanced
COACHING RESEARCH ADMINISTRATORS

1:30 – 5:00 pm | AFTERNOON HALF DAY PRE-CONFERENCE WORKSHOPS & SENIOR LEVEL FORUM

WORKSHOP 10 | Program Level: Intermediate
COMPLEX CONTRACT DRAFTING AND NEGOTIATING

WORKSHOP 11 | Program Level: Basic
INTRODUCTION TO THE FEDERAL ACQUISITION REGULATION

WORKSHOP 12 | Program Level: Intermediate
PRE-AWARD ADMINISTRATION: TOOLS AND TIPS FOR SUCCESS BEYOND THE BASICS

SENIOR LEVEL FORUM 13 | Program Level: Advanced
LEADING AND MOTIVATING DURING ORGANIZATIONAL CHANGE

OVERVIEW OF WORKSHOP AND SENIOR LEVEL FORUM PROGRAM LEVELS

Basic level workshops assume some fundamental Research Administration knowledge.

Intermediate level workshops assume basic knowledge, and the sessions introduce and develop topics that exceed basic knowledge. Workshops focus on building competency.

Overview level workshops will provide a general review of a subject area from a broader perspective.

Update level workshops will provide a general review of new developments.

Advanced level workshops/senior level forums assume mastery of the subject and the workshops/senior level forums focus on in-depth knowledge or a broader range of topics. Workshops/senior level forums focus on mastering more difficult and complex scenarios.
POST-AWARD AWARENESS FOR THE PRE-AWARD ADMINISTRATOR
This workshop is designed for Research Administrators interested in thinking ahead to Post-Award when searching for funding opportunities and developing proposals. Participants in this workshop will have the opportunity to engage in a meaningful discussion of Pre-Award activities with a focus on topics that typically arise in Post-Award. The conversation will span across award implementation through closeout and audit and will be directed toward an award lifecycle approach. We will explore how to think about Post-Award topics such as cost share, administrative salaries, overhead, effort, vendors vs. subs, internal billings, IRB & IACUC, participant support, reporting, payroll etc. when reading through funding solicitations and putting together a proposal budget.

LEARNING OBJECTIVES
• Participants will learn keywords to watch for in program solicitations.
• Participants will learn to recognize potential budget areas that may need future monitoring and documentation.
• Participants will learn techniques for building a strong budget justification to avoid future Post-Award questions.

PREREQUISITE: Participants should have a general knowledge of Proposal Creation and Uniform Guidance.
Charlotte Gallant*, Senior Manager for Research Finance and Compliance, Harvard University
Radostina Rogers, Assistant Director for Research Administration and Finance, Computer Science and Electrical Engineering, John A. Paulson School of Engineering and Applied Sciences, Harvard University
Mandy Ellenwood, Sponsored Research Officer, Harvard University

DEPARTMENTAL ADMINISTRATORS BOOTCAMP
Departmental Pre-Award Research Administration seems to be learn-as-you-go and always in a very short time frame, thanks to proposal deadlines. If you look at an RFP for NIH or NSF and are overwhelmed or find yourself nodding off to OMB, then we can help! This full-day workshop will dive into all Department Research Administrators (DRAs) Pre-Award aspects: examining the role we serve in research portfolio management, understanding the funding landscape and sponsor/recipient relationships, developing successful proposals and budgets, identifying resources on campus, and establishing tools for effective life-of-the-award project management. We will also discuss important federal and institutional policies that underpin and govern research, as well as some key award terms and how to navigate them. The session will be highly interactive and is designed to provide real-life examples, fundamental knowledge, tools for handling all manner of situations, tips for establishing your own Research Administration support network, and strategies for supporting your faculty and effectively managing your research portfolio.

LEARNING OBJECTIVES
• Participants will be encouraged to describe what is effective and share tools and solutions that work.
• Participants will be able to identify key areas of responsibility, with knowledge of underlying federal regulations and impacting work.
• Participants will learn to navigate funding opportunities, proposal packages, budgeting rules, and sponsor and institutional policies.
• Participants will gain strategies, understanding, and tools for managing Pre-Award activities at the departmental level.
• Participants will gain a broad understanding of award issues from the perspective of the departmental administrator.

PREREQUISITE: None
Samantha J. Westcott*, Sponsored Research Manager, Division of Physics, Mathematics and Astronomy, California Institute of Technology
Csilla Csaplár, Director of Administration and Finance, Geophysics, Stanford University
Lucien Finley, Assistant Director, Department of Research Administration, The University of Texas at Dallas
THE ALPHABET SOUP OF NIH TRAINING AND CAREER DEVELOPMENT AWARDS
Part of the stated mission of the National Institutes of Health (NIH) is ‘to develop, maintain, and renew scientific human and physical resources that will ensure the Nation’s capability to prevent disease’. Kirschstein NRSA training grants and fellowships are awarded to support predoctoral and postdoctoral research training to help ensure that a diverse and highly trained workforce is available to carry out the Nation’s biomedical, behavioral and clinical research agenda. Career Development Awards (K awards) are awarded to provide support and ‘protected time’ for an intensive, career development experience. While the successful attainment of any one of these NIH training/career development awards is honorable, the pre-and Post-Award administrative responsibilities are unique. This workshop will offer an overview of the administration of NIH training and career development awards from proposal preparation to closeout. We will also discuss the use of x-TRAIN, an online management tool for appointments and termination of trainees. The use of ASSIST to submit competing applications, RPPR submissions through eRA Commons and the new x-TRACT tool designed to assist in the creation of the required statistical tables will be examined. This workshop is brought to you by the letters F, K, T and X!!

LEARNING OBJECTIVES
• Participants will understand the importance of the specialized information included in an Institutional NRSA proposal and where within their institution such information may be acquired.
• Participants will leave this workshop able to assist pre-doctoral and post-doctoral trainees with the preparation of their NRSA fellowship proposals.
• Participants will learn the Post-Award administrative requirements for NIH NRSA and K awards.
• Participants will be prepared to discuss the nuances of K awards with applicants.
• Participants will learn about the capabilities of X-TRACT as a tool for creating required statistical tables.
• Participants will observe how to use ASSIST to create proposals.
• Participants will learn basic appointment and termination function of the x-TRAIN system.

PREREQUISITE: None

Brenda Kavanaugh*, Associate Director, Office of Research and Project Administration, University of Rochester
Glenda A. Bullock, Director of Research and Business Administration, Washington University in St. Louis

BUILDING A BUDGET
Developing a clear and reasonable budget is one of the most important pieces of the proposal process. The regulations tell us the budget should be the financial expression of the statement of work. The ability to build a budget that directly ties to the work being performed enhances the chances of being funded by the sponsor; and protects us in the case of an audit. Understanding how to work with PIs to craft a sound, reasonable budget and budget justification is essential to our roles as Research Administrators.

THIS WORKSHOP WILL ALSO BE LIVE STREAMED FOR VIRTUAL WORKSHOP PARTICIPANTS.

LEARNING OBJECTIVES
• Using the Uniform Guidance as the basis for our discussion, this session will explore the foundations of budget building.
• Participants will discuss allowability, allocability, and reasonableness; administrative and clerical salary issues; determination of subrecipient, vendor, or consultant status; and many more issues surrounding budgeting, as well as crafting a solid budget justification.
• This workshop should lay the groundwork for Research Administrators to successfully and confidently collaborate with the PI to build a sound budget that reflects the scope of work.

PREREQUISITE: None

Rebecca Hunsaker*, Director of Research Administration, University of Maryland, College Park
Gaye Bugenhagen, Director of Administrative Services in the Department of Sociology at the University of Maryland, College Park

* Lead presenter
INTEGRATING AND ENHANCING RESEARCH DEVELOPMENT AT SMALL INSTITUTIONS AND WITHIN DEPARTMENTS

When institutions make a commitment to support faculty in an effort to increase the number of quality proposals submitted to external sponsors, they sometimes call this ‘research development’ and assign the function to the sponsored programs office. Most predominantly undergraduate institutions (PUs) do not establish a research development office separate from the sponsored programs office, but rather formalize and expand functions in the Pre-Award office to focus more on research development. But, what is research development for PUs? How can we maximize the services and expand typical Pre-Award services to meet the needs of a PU? How can we engage and leverage other offices and resources on campus with the process? Getting faculty to develop ideas, teams, and their thinking about projects early is critical to developing proposals with higher chances of success. Are you looking to find new and creative options for providing faculty support and resources for outreach and proposal development? This workshop will provide examples and suggestions of activities and programs that typically comprise research development. We will discuss alternative organizational structures, roles, and responsibilities for integrating and enhancing the research development function at the PU. We will highlight resources for: increasing faculty awareness of funding opportunities; increasing faculty collaboration and team development; and, strengthening support to motivate faculty to seek outside funding at a PU while often carrying a heavy teaching and advising load. Bring your ideas, examples, and success stories to share with the group. This workshop will be interactive, using small and larger group discussion to share experiences and knowledge.

LEARNING OBJECTIVES

- Participants will be able to define the term ‘research development.’
- Participants will be able to cite examples of positions that blend research development and proposal development.
- Participants will understand how blended positions at PUs are different from separate, full-time research development roles at research intensive institutions.
- Participants will be able to identify approaches, resources, and models within and beyond the sponsored programs office to enhance research development.
- Participants will list activities typically associated with research development.
- Participants will be able to identify specific strategies or next steps to enhance research development at their home institutions.

PREREQUISITE: None

Martin B. Williams*, Director, Office of Sponsored Programs, William Paterson University
Tricia L. Callahan, Director, Proposal Development, Miami University

* Lead presenter
STRATEGIC PLANNING – TO IMPROVE PROCESSES AND REDUCE ADMINISTRATIVE BURDENS
The National Research Council’s special Committee on Federal Research Regulations and Reporting Requirements: A New Framework for Research Universities in the 21st Century will have released its report on reducing administrative burdens entitled in early 2016. Its preliminary report urged both the federal agencies and award recipients in its recommendations to take specific actions toward reducing administrative burdens associated with federally funded research. This committee has sought to address the root causes that have been identified in studies on this topic conducted by multiple organizations which illustrated how the stark increases in federal regulations and institutional implementations have exacerbated the situations for researchers and dramatically increased the administrative costs being borne by institutions since the cap on administrative costs was imposed in the early 1990s. This workshop will highlight initiatives that federally funded institutions have taken to ensure their administrative burdens are minimized and offer examples of how to plan and implement similar strategic initiatives at your institution.

LEARNING OBJECTIVES
• Participants will gain awareness of the findings and recommendations from these studies on administrative burdens.
• Participants will be able to identify actions that are needed at the Federal and institutional levels to reduce this drain on science.
• Participants will consider the role that Research Administration offices play in minimizing burdens on principal investigators.

PREREQUISITE: This workshop is designed for intermediate to senior level administrators.

Susan Wyatt Sedwick*, Consulting Associate, Attain, LLC
Courtney Swaney, Associate Director, Office of Sponsored Projects, University of Texas at Austin

SUBRECIPIENT MONITORING/INTERNAL CONTROLS
This workshop will focus on the lifecycle of sub-awards and the federal regulations governing subrecipient monitoring. Participants will examine roles and responsibilities to assist participants in developing and/or maintaining a compliant program and explore best practices for this complex shared responsibility. This interactive workshop will provide comprehensive tools to newcomers or the more experienced through discussions, case studies and sharing of tips.

LEARNING OBJECTIVES
• Participants will examine the Uniform Guidance requirements for subrecipient monitoring.
• Participants will learn strategies for addressing day-to-day monitoring issues.
• Participants will identify key roles and responsibilities in subrecipient monitoring.

PREREQUISITE: Participants should have a basic familiarity with sub-awards and general knowledge of 2CFR 200.

Debra Y. Murray*, Assistant Director Compliance, University of Maryland, College Park
Mary Schmiedel, Senior Research Compliance Officer, Georgetown University

* Lead presenter
**FISMA, NIST STANDARDS AND REGULATED DATA**

Protecting research information and systems from unauthorized access, use, disclosure, disruption, modification, or destruction is a critical component to safeguarding research information and preventing financial loss or damage to the university’s reputation. Protecting confidential information is not only a legal and business requirement, but is also an ethical requirement. Due to increased cybersecurity concerns throughout the world, sponsors are including more stringent requirements for working with restricted data. CUI, 800-171, 32 CFR 2002, FISMA, NIST, HIPAA. What do they mean? How do they impact my University’s portfolio? What should I be doing to comply? This session will describe the basis of the requirements and offer best practices in creating compliant organizations.

**LEARNING OBJECTIVES**

Participants will gain an understanding of the federal regulations governing research data and identify best practices in creating policies and environments to protect research data.

**PREREQUISITE:** Participants should have basic exposure to IT security clauses in research agreements.

**Stephanie L. Gray**, Assistant Vice President, Office of Research, University of Florida

**Alicia D. Turner**, UFIT Business Relationship Manager, University of Florida

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**COACHING RESEARCH ADMINISTRATORS**

As a leader in Research Administration, coaching other Research Administrators is a key role. It’s our job to help staff and other managers improve their skills in supervision — providing direction, managing projects, working with staff, collaborating across the campus, and preparing themselves to advance in the profession. Coaching is an effective strategy needed in order to effectively operate and develop our teams and to help them be successful in their roles in Research Administration. As leaders ourselves, we have a responsibility to stay actively involved in developing the skills of our staff and managers. We have the goals of keeping them committed to our goals and values, motivated to contribute to the success of the office and to enable them to participate in the full life of the workplace.

Each Research Administrator is unique, with different needs and strengths. Yet, there are some strategies to simplify and organize the coaching process. Join us for an interactive and lively discussion of coaching strategies.

**LEARNING OBJECTIVES**

Participants will focus on strategies to bring effective coaching to their offices.

**PREREQUISITE:** Participants should currently be in a senior management position over staff and managers.

**Kim Moreland**, Associate Vice Chancellor for Research & Sponsored Programs, University of Wisconsin-Madison, NCURA Distinguished Educator

**Kerry Peluso**, Associate Vice President for Research Administration, Emory University

**Patricia Hawk**, Assistant Vice President for Sponsored Research, Oregon State University
COMPLEX CONTRACT DRAFTING AND NEGOTIATING
Contracts for sponsored research can be quite intricate and can contain challenging legal language which raises a multitude of competing concerns. With so many moving parts, it can be difficult to comprehensively assess and address all of the legal, financial, programmatic, and administrative obligations to satisfy each party’s stakeholders. This task is a hurdle that all universities and all sponsor types face. We will take a “deep dive” into the review, assessment and negotiation of complex contract clauses by using a combination of lecture and interactive exercises. Attendees will examine real world case studies that include multifaceted contract language and strategies for negotiation. The workshop will also address how to communicate positions persuasively and effectively during negotiations to achieve desired outcomes and build successful relationships.

LEARNING OBJECTIVES
• Participants will gain perspective in understanding the unique challenges in review and negotiation of complex contract clauses.
• Participants will learn best practices for drafting and redrafting clauses to meet the needs of the parties.
• Participants will learn to communicate positions effectively and persuasively during difficult negotiations.

PREREQUISITE: Participants should be generally familiar with the review, assessment and negotiation of complex contract clauses.

Nancy R. Lewis*, Executive Director, Sponsored Projects, University of California, Irvine
Angie Karchmer, Industry Contracts Officer, University of California, Irvine
Sandra Stevens, Associate Director, Sponsored Projects, University of California, Irvine

SPONSORED RESEARCH ADMINISTRATION: A GUIDE TO EFFECTIVE STRATEGIES AND RECOMMENDED PRACTICES
The two-volume comprehensive resource covers the full range of issues impacting the grants lifecycle with over 20 chapters written by national experts. This compendium includes essential research administration principles and practices, sample policies and procedures, practical tools, and extensive supplementary materials.

Chapters include:
- Research Compliance
- Subawards and Subrecipient Monitoring
- Export Controls
- Administering Research Contracts
- Interacting with Auditors
- Pre-Award Administration
- Intellectual Property and Data Rights
- F&A Costs
- Special Issues for PUIs
- International Research Collaborations
- Post-Award Administration
- Regulatory Environment
- Special Issues for Academic Medical Centers
- Training & Education
- Sponsored Programs Assessment
- Leadership and Staff Development

For more information and to purchase the Guide: www.ncura.edu/PublicationsStore.aspx

* Lead presenter
INTRODUCTION TO THE FEDERAL ACQUISITION REGULATION
Negotiating contracts under the Federal Acquisition Regulation (FAR) can be a challenging proposition for even an experienced Research Administrator. This workshop will introduce participants to how the FAR works, agency supplemental regulations, contract types, looking up FAR clauses, order of precedence, and how to use the FAR to one’s advantage when negotiating a federal contract, regardless of whether you receive it directly from a federal agency, or as a flow-down from a higher tier contractor.

LEARNING OBJECTIVES
• Participants will be able to describe the structure of the FAR.
• Participants will look up a FAR clause and trace it back to its prescription.
• Participants will be able to identify basic contract types (e.g., fixed price, cost reimbursement).
• Participants will be able to determine whether a FAR clause is appropriate for a particular situation.

PREREQUISITE: None

David J. Mayo*, Director of Sponsored Research, California Institute of Technology, NCURA Distinguished Educator

PRE-AWARD ADMINISTRATION: TOOLS AND TIPS FOR SUCCESS BEYOND THE BASICS
Department Research Administrators are the key to building a successful research organization and must have the necessary resources, skills, and training to accomplish the goals of their departments. This workshop will cover how to make sure that the research activities (Pre-Award) that take place at the departmental level are functioning properly. We will begin at the proposal stage, cover RFPs, proposal and budget development, then finish up with compliance, ensuring that the Uniform Guidance is understood and applied properly. In addition, the participants will learn how to build and grow a working relationship with all levels of administration within their organization.

LEARNING OBJECTIVES
• Participants will obtain hands-on tools to manage the day-to-day activities of Pre-Award administration.
• Participants will acquire an understanding of how to use their institution’s policies and procedures to establish guidelines within their department.
• Participants will gain exposure to a wide variety of compliance issues and learn best practices to do their job.

PREREQUISITE: Participants should have a basic understanding of Research Administration Pre-Award activities.

Deborah Maloney*, Director, Sponsored Programs Administration, University of Kansas Medical Center Research Institute Inc.
Anne Albinak, Assistant Director of Finance, Johns Hopkins University

* Lead presenter
LEADING AND MOTIVATING DURING ORGANIZATIONAL CHANGE

In today’s environment, organizational change is a fact of life. As senior Research Administrators, we are looked upon to lead our organization through transformational changes; reorganization, systems implementation, and resource allocation while sustaining the overall structure of the department. When the goals for the organizational change are not clearly defined, it produces an environment of uncertainty among the stakeholders. The workshop will focus on the wider impacts of leading and motivating during organizational change while establishing the framework for managing change systematically. Lastly the workshop will answer the following: What can we do as a leader to guide our institution through the desired transformation to create outcomes that produces a win-win for all involved? How do I manage the project, by keeping the interested parties motivated to produce a successful transition of change?

LEARNING OBJECTIVES

• Participants will be able to identify various types of organizational conflict that forms when change occurs.
• Participants will learn how to positively impact productivity, morale and leadership during organizational change.
• Participants will be able to recognize the importance of motivating the team and gaining buy in.
• Participants will be able to identify and communicate innovative tactics for managing change.

PREREQUISITE: Participants are currently or planning to lead a change management initiative for their institution.

Rosemary E. Madnick®, Executive Director, Office of Grants and Contracts Administration, University of Alaska Fairbanks
Tolise Dailey, Training Development Specialist, University of Colorado at Boulder
Dennis J. Paffrath, Assistant Vice President for Sponsored Programs Administration, University of Maryland, Baltimore

* Lead presenter
OVERVIEW OF PROGRAM LEVELS

**Basic** level sessions assume some fundamental Research Administration knowledge.

**Intermediate** level sessions assume basic knowledge, and the sessions introduce and develop topics that exceed basic knowledge. Sessions focus on building competency.

**Overview** level sessions will provide a general review of a subject area from a broader perspective.

**Update** level sessions will provide a general review of new developments.

**Advanced** level sessions assume mastery of the subject and focus on in-depth knowledge or a broader range of topics. Sessions focus on mastering more difficult and complex scenarios.
Tuesday, March 7, 2017

4:00 – 6:00 pm
PRA CONCIERGE
PARTICIPANT MATERIALS PICK-UP

Wednesday, March 8, 2017

7:30 am – 5:00 pm
PRA CONCIERGE
PARTICIPANT MATERIALS PICK-UP

8:30 am – 5:00 pm
PRE-CONFERENCE WORKSHOPS
AND SENIOR LEVEL FORUMS
(Additional fee required to attend)

5:30 – 6:15 pm
NETWORKING RECEPTION

I have
$1,500
in my training budget...

HOW CAN I DELIVER COMPREHENSIVE TRAINING FOR MY STAFF?

NCURA LIFE CYCLE OF THE AWARD SERIES
- Proposal Development
- Pre-Award Budgeting
- Award Negotiation and Acceptance
- Award Monitoring/Award Management
- Compliance

ONLINE VIDEO WORKSHOP SERIES
Available for immediate download at https://onlinelearning.ncura.edu
6:15 – 7:15 am  
**NCURA FUN RUN AND POWER WALK**

7:30 am – 5:00 pm  
**PRA CONCIERGE**  
**PARTICIPANT MATERIALS PICK-UP**  
**EXHIBITS OPEN**  
**NCURA CONNECT**
Visit NCURA Connect for all things NCURA! Learn about NCURA’s member benefits, check out information on all of the professional development opportunities, and discover the resources that NCURA provides. If you’re already an NCURA member, stop by to ensure you are getting the most out of your NCURA membership.

7:30 – 8:15 am  
**CONTINENTAL BREAKFAST and BREAKFAST ROUNDTABLES**

**EMAIL PROFESSIONALISM**  
Jennifer Cory*, Director of Research, Pediatrics, Stanford University

**EXPORT CONTROL REVIEW PROCESSES IN PRE-AWARD**  
Barbara A. Cole*, Associate Vice President, Research Administration, University of Miami

**ASK AN AUDITOR: HOW TO AVOID AUDIT AT THE PROPOSAL STAGE**  
Adrienne Larmett*, Manager, Higher Education and Research Institutions Practice, Baker Tilly

**MOVING FROM CENTRAL TO DEPARTMENT**  
Joyce Ferland*, Administrative Director, Research Radiology, Massachusetts General Hospital

**SO YOU WANT TO BE A CRA**  
Laney McLean*, Business Manager, Center for Advanced Power Systems, Florida State University

**REGIONAL INVOLVEMENT AND LEADERSHIP WITH NCURA**  
Eva Björndal*, Team Leader Post-Contract and Financial Compliance, Karolinska Institutet

**BEST PRACTICES WITH ELECTRONIC RESEARCH ADMINISTRATION**  
Mark A. Sweet*, Director of eRA, Research & Sponsored Programs, University of Wisconsin-Madison

**TIME AND ENERGY MANAGEMENT**  
Julie Guggino*, Director, Research & Sponsored Programs, Central Washington University

8:15 – 9:45 am  
**KEYNOTE ADDRESS**  
**Strengthening our Capacity to Build Long Lasting “Semi Perfect” Relationships in the Workplace**  
**DR. CAROLIN REKAR MUNRO**

In this interactive session, we explore ways to harness our own leadership capabilities in our collective accountability to enhance engagement and inclusivity in our workplace. We will examine the top “connection killers” and discover ways to remove these constraints so we can engage fully and thoughtfully with others. You will leave the session with the 3 Cs of Connectivity: a toolkit of practical techniques and practices which you can apply at the conference and when you return to work so collectively we can reach toward being Together Towards Tomorrow.

Dr. Munro is the intellectual lead for leadership and human resources for the Faculty of Management. She has collaborated with leaders in the public and private sectors in areas such as change management, organizational renewal, strategic planning, performance management, leadership development, succession planning, and team building. Her published work includes bridging multi-generational differences; developing and sustaining high performing teams; ROI from training initiatives; leadership models for transitioning teams to interdependence; wellness management of HR practitioners; and mentoring Generation Y. She is currently conducting research in two areas: 1) exploring how Generation Y plans to shape the organizational landscape globally; and, 2) the needs and expectations of Generation Z as they prepare to enter the labor market.
MENTORS AND MENTEES: LOOKING AT STAFF AND PROFESSIONAL DEVELOPMENT THROUGH A GENERATIONAL LENS
Providing a supportive environment for your staff’s professional development is crucial to reach your staff members’ potential, accomplish institutional goals, and stay at the forefront of your field. How can you excel in developing your staff and putting them in position to succeed? In this session, we will provide insights, as GenXers, on how to approach the mentoring process, the importance of communication, as well as potential challenges and how to overcome them.

LEARNING OBJECTIVES
Participants will gain knowledge on:
• Generational considerations for mentoring and communication.
• Creating a career track within a unit or within an institution:
  - What are the benefits and the potential roadblocks?
  - Managing performance.
• Tips on training and professional development:
  - Handling underperformance
  - Recognizing and identifying areas for improvement, and
  - Tips on how to approach the problems
• Evaluating performance:
  - Understanding the importance of ongoing evaluation.
  - Setting expectations in advance for employees to succeed.
• Mentoring and succession planning and how to promote, develop, and groom staff for broader opportunities.
• What if there are limited growth opportunities?
• Building a supportive team environment through staff appreciation and recognition.

PREREQUISITE: Participants should have a general understanding of Research Administration and interest in staff development and mentoring considerations. Please come prepared to share your experiences and ideas.

Derek Brown*, Research Operations Administrator, Office of Research Support and Operations, Washington State University
Paul Martinez, Senior Contract and Grant Officer, Sponsored Projects Office, University of California, Berkeley
Noam Pines, Associate Director, Sponsored Projects Office, University of California, Berkeley

This session may also be of interest to participants in the following areas: Departmental, Medical/Clinical

RESEARCH COMPLIANCE 101
This session is designed to provide attendees with a basic overview of the most commonly encountered topics within non-financial research compliance. This session will specifically touch on the regulations surrounding human subject protections, animal welfare, bio-safety and export control.

LEARNING OBJECTIVES
• Participants will learn to “issue spot” where research compliance is likely to arise.
• Participants will understand the background and purpose of the relevant research compliance regulations.
• Participants will understand how to draft functional research compliance policies and procedures.

PREREQUISITE: None
Ross Hickey*, Assistant Provost for Research Integrity, University of Southern Maine

* Lead presenter
AGENDA

Thursday, March 9, 2017

11th Annual Pre-Award Research Administration Conference

Concurrent Sessions continued

10:15 – 11:30 am  EDUCATION SESSIONS

This session may also be of interest to participants in the following area: Compliance

ENHANCING GRANTSMANSHIP TRAINING THROUGH DEPARTMENTAL PARTNERSHIPS

This presentation will provide an overview of a successful interdepartmental campus collaboration in support of the research enterprise at a mid-sized land and sea grant university. Panelists will discuss the development of a grantsmanship workshop series focused on strategies and techniques that enable campus constituents to successfully identify, propose, and manage funding opportunities. The series has reached approximately 250 faculty, staff, and students, and continues to grow in popularity. Panelists will share the following aspects of the series: 1. marketing, logistics, and post-training outreach; 2. utilization of assessment data to improve and modify the curriculum; 3. linking with other campus initiatives (e.g. new faculty orientation; grant writing classes; and graduate student government). The grantsmanship training and outreach that will be described is a collaboration between the University Library and the Office of the Vice President for Research (via the Office of Research and Sponsored Programs and the Grant Development Office). This initiative began in the fall of 2014 and continues today as a regularly recurring campus-wide training series. The initial goal of the training was to apprise new and early career faculty of grantseeking tools and services on campus, as well as to provide refresher sessions for seasoned faculty seeking to fund research and creative projects. Topics have included training on key grantseeking tools, grantwriting tips, and guidance on reading and responding to a request for proposals. This effort has grown from a faculty focus to now include outreach to professional program staff as well as students working and studying in various capacities throughout the university.

LEARNING OBJECTIVES
• Participants will develop an understanding of planning and logistical considerations needed to execute a successful training series.
• Participants will gain a working understanding of the assessment tool employed and how to utilize data for program improvement.
• Participants will be exposed to a model curriculum that can be modified for use at their own institutions.

PREREQUISITE: None

Jason Charland*, Director of Grant Development, Office of the Vice President for Research, University of Maine
Jennifer Bonnet, Social Sciences & Humanities Librarian, Fogler Library, University of Maine

SBIR AND STTR: BIG IDEAS FOR SMALL BUSINESSES AND UNIVERSITIES

Join us for a discussion of all things Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR)! We will cover the basics of the SBIR/STTR program and follow a project from the pre-proposal stage through negotiation and award. We will also discuss our university’s approach to handling SBIR/STTR proposals and awards, including potentially troublesome FAR and DFAR clauses, and the roles of the central office and the department.

LEARNING OBJECTIVES
Participants will become familiar with the SBIR/STTR program, SBIR/STTR proposals and SBIR/STTR awards (and wow your research administration colleagues!)

PREREQUISITE: You’ve heard of SBIR and/or STTR; no experience with SBIR and STTR proposals and awards needed.

Elizabeth Slack*, Grants Officer, Sponsored Research Administration, Florida State University
Laney McLean, Business Manager, Center for Advanced Power Systems, Florida State University

Program Level: Update  |  Federal

Program Level: Basic  |  Departmental

* Lead presenter
THE WASHINGTON UPDATE
This session will include the latest information from the Council on Governmental Relations (COGR) and the Federal Demonstration Partnership (FDP) on happenings in Washington that impact the research administration community, with special emphasis on topics of particular concern to those in pre-award administration. Topics to be covered will include the status of pending Federal regulations, recent legislation, and the actions of various Federal agencies in response to directives from the new Administration.

LEARNING OBJECTIVES
• Participants will be familiar with the status of current or pending Federal regulations of direct concern to Pre-Award Research Administrators.
• Participants will be familiar with at least three major pieces of legislation enacted by Congress and signed by President Obama prior to the conclusion of his term.
• Participants will be familiar with the actions that major research agencies have taken in response to directives from the new Administration.
• Participants will be able to identify authoritative sources of information on current happenings in Washington DC that impact Research Administrators.

PREREQUISITE: Participants who work with Federal Agencies and are impacted by pending Federal Regulations should attend. A general understanding of these regulations is helpful.

Lisa Nichols*, Director, Research and Regulatory Reform, Council on Governmental Relations (COGR)
Richard P. Seligman, Associate Vice President for Research Administration, California Institute of Technology

STRATEGIES FOR DEVELOPING, IMPLEMENTING AND MANAGING SUCCESSFUL GLOBAL COLLABORATIONS
In today’s complex world there are ever increasing demands upon research management professionals. As a result, there is a need to aggregate and streamline information, procedures and processes that facilitate global collaborations. This session will focus on strategies to develop successful collaborations, including a discussion of reasons to collaborate; challenges to collaboration; planning strategies; and time management. The session will also address financial considerations, compliance, the benefit of pre-submission agreements, and the necessity of defining roles and responsibilities.

LEARNING OBJECTIVES:
• Participants will be able to describe the pros and cons of global collaborations, as well as planning strategies and roles and responsibilities.
• Participants will better understand the associated financial and compliance issues.

PREREQUISITE: None

Denise A. Wallen*, Research Officer & Senior Fellow, University of New Mexico
David J. Mayo, Director of Sponsored Research, California Institute of Technology, NCURA Distinguished Educator
Georgette Sakamoto, Contracts and Grants Specialist, University of Hawaii

* Lead presenter
**AGENDA**  
Thursday, March 9, 2017  
11th Annual Pre-Award Research Administration Conference

**EDUCATION SESSIONS**  
10:15 – 11:30 am

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**Compliance**

| LEARNING OBJECTIVES: | Participants will understand the implications and risks of some of the less frequently encountered or more complex contract clauses.  
| PREREQUISITE: | Intermediate knowledge of contract drafting and negotiation principles is required.  
| Andrea Anderson*, Director, Grants and Contracts Management, University of North Texas Health Science Center at Fort Worth |

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**Discussion Groups**

**Predominantly Undergraduate Institutions**

| Office Associates as Research Administrators: Education and Assistance | Tricia L. Callahan*, Director, Proposal Development, Miami University |  
| Keri Godin*, Director, Office of Research Integrity, Brown University  
| Webb Brightwell, Senior Manager, Sponsored Operations, Office for Sponsored Programs, Harvard University |

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**Program Level:** Advanced | Medical/Clinical

**This session may also be of interest to participants in the following areas: Compliance, Departmental**

**Industry Sponsored Agreements: Do You Really Know What You Think You Know?**

Advanced session reviewing Industry Sponsored Agreements, understanding available contract mechanisms, clauses and terminology. This session is intended to be interactive, discussion will be encouraged. Discussion topics include know-how, consulting, non-compete, data sharing, and intellectual property.

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**This session may also be of interest to participants in the following areas: Departmental, Medical/Clinical**

**Conflict of Interest for the Pre-Award Administrator**

Interpreting, implementing and enforcing compliance with financial Conflict of Interest (COI) regulations can create unique challenges. Having to disclose one’s financial interests is perceived by some as intrusive and can lead to underreporting or hesitation to report. Determining if a reported financial interest is related to one’s research and whether it requires management can be difficult when cases are not black and white, as can monitoring compliance with management plans. This session will take a case-based approach to exploring these challenges, and collectively brainstorming ways in which we can promote compliance with COI regulations that investigators may not view as critical to ensuring research is conducted with integrity.
## DECISION SUPPORT: METRICS TO SUPPORT EFFECTIVE DATA-BASED DECISION-MAKING

There are data we need to meet compliance and reporting requirements, data we want because it helps us make better decisions, and data we cannot live without that support our workflow and day-to-day operations. What are the metrics that matter in your daily operations and strategic planning? Participants should be willing to share novel approaches to using data to drive decision making, meeting our regulatory reporting requirements and making our case for process improvement.

**Susan Wyatt Sedwick**, Consulting Associate, Attain, LLC  
**Courtney Swaney**, Associate Director, Office of Sponsored Projects, University of Texas at Austin

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## PREPARING FOR THE BONFIRE: CREATING A PAPERLESS OFFICE

Are you considering making your operations paper-free? Have you considered what electronic files should look like and how they should move within your office? How do you convert all those old paper files? How to convince everyone to “let go” of the paper? How much efficiency can be achieved with having files at your fingertips? Discussions include strategies for designing a paperless filing system, even in the absence of an electronic data system; design and folder structure for electronic filing systems; conversion options for years of old paper files and disposing of paper files; implementation strategies for an electronic filing system; pitfalls and lessons learned from the implementation of a paperless system; how paperless files has improved office workflow, customer service and proposal/award management.

**Noah Congelierre**, Training & Development Specialist, University of Southern California

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<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Presenter</th>
<th>Institution</th>
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<tbody>
<tr>
<td>10:15 – 10:35 am</td>
<td><strong>HOW TO SUCCESSFULLY SUBMIT YOUR NEXT GRANT APPLICATION</strong></td>
<td><strong>Hilah Zia</strong>, Senior Grants and Finance Administrator, Children’s National Medical Center</td>
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<td>10:45 – 11:05 am</td>
<td><strong>MAINTAINING A POSITIVE CENTRAL OFFICE ATMOSPHERE WITH LIMITED RESOURCES</strong></td>
<td><strong>Deborah Maloney</strong>, Director, Sponsored Programs Administration, University of Kansas Medical Center Research Institute Inc.</td>
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<tr>
<td>11:15 – 11:30 am</td>
<td><strong>GENERAL GUIDANCE IN WRITING A STATEMENT OF WORK (SOW)</strong></td>
<td><strong>Lucien Finley</strong>, Assistant Director, Department of Research Administration, The University of Texas at Dallas</td>
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* Lead presenter
AGENDA
Thursday, March 9, 2017
11th Annual Pre-Award Research Administration Conference

1:00 – 2:15 pm EDUCATION SESSIONS

Concurrent Sessions

Program Level: Intermediate | Career Advancement/Development

This session may also be of interest to participants in the following area: Departmental

LEARNING OBJECTIVES
Participants will learn practical tools for problem identification and process design.

PRACTICAL TOOLS AND APPROACHES FOR PROCESS REDESIGN
Organizational change management often focuses heavily on leading people through the emotional aspects of change. However, to best meet the evolving needs of an organization, successful change requires and relies on process-oriented activity such as information gathering from users and constituents, business needs assessment, effective utilization of metrics, and procedure and evaluation methodology and mechanisms. In this session, the presenters will share ways to make change easier by using practical tools to approach these aspects of problem identification, root cause analysis, and solution design. This session will provide a sampling and discussion of such tools and how they can be used practically to improve process redesign.

PREREQUISITE: Participants should come prepared with a problem to solve and a willingness to take a data and evidence based analytical approach to solve it.

Stephanie L. Gray*, Assistant Vice President, Office of Research, University of Florida
Mark A. Sweet, Director of eRA, Research & Sponsored Programs, University of Wisconsin-Madison
Kurt McMillen, Managing Officer, Pre-Award Services, University of Wisconsin-Madison

Program Level: Overview | Departmental

This session may also be of interest to participants in the following area: Career Advancement/Development

PUTTING THE ‘ME’ IN TEAM TODAY FOR A BETTER COLLABORATION TOMORROW
Team science is essential in securing funding for sponsored research. However, because more people are involved from different departments, colleges, and even institutions, these collaborations create more administrative work. The key to success on this journey is creating a dynamic team where administrators are seen as an essential part of the team and not a roadblock on the way to success. The focus of this session is establishing your role on the proposal team and developing efficient strategies for collaborative proposal development and award management.

LEARNING OBJECTIVES
• Participants will be able to identify who belongs on the “team” throughout the proposal and award process and how to effectively recruit them.
• Participants will develop strategies for encouraging faculty to work with Research Administrators as an essential part of the team to reduce burden and not be a “roadblock.”
• Participants will be able to recognize efficient practices and effective communication styles that reduce administrative burdens related to team science.

PREREQUISITE: None

Julia Rodriguez*, Certified Research Administrator, University of Missouri - Columbia
Rebecca Hunsaker, Director of Research Administration, University of Maryland, College Park
Elizabeth Brittan-Powell, Director, Joint Research Collaborations, University of Maryland, College Park

Program Level: Update | Federal

NIH UPDATE
This session presents a comprehensive review of what is new and being developed within the National Institutes of Health’s (NIH) programs, policies, and budgets. Participants will learn about the newest updates to the NIH budget and compliance initiatives and how their respective institutions will be affected. Participants will have an opportunity to ask questions.

LEARNING OBJECTIVES
• Participants will learn about NIH’s budget priorities.
• Participants will learn about new policies and compliance initiatives.
• Participants will gain insight into current issues at NIH.

PREREQUISITE: Participants should come with a basic knowledge of NIH.

Michelle Bulls*, Director, Office of Policy for Extramural Research Administration, National Institutes of Health
Diane Dean, Director, Division of Grants Compliance and Oversight, National Institutes of Health

* Lead presenter
This session may also be of interest to participants in the following area: Career Advancement/Development

**CROSS CULTURAL COMMUNICATION: THINK ‘AND’, NOT ‘BUT’**

Whether you are talking about economic growth or research administration the buzz word you hear is globalization. National boundaries are of shrinking relevance for doing 21st century research, as global problems will require countermeasures developed through concerted international initiatives. Research requires globally-engaged scientists as well as Research Administrators working collaboratively across borders, cultures and legal systems. This raises the possibility that the mingling of multiple cultures, rules, regulations and organizations will create tensions among the values, norms and legal frameworks represented by international collaborators. A better understanding of those tensions is critical.

Cross culture is the interaction of people from different backgrounds in the business and research world. Cross cultural understanding simply refers to the basic ability of people within research to recognize, interpret and correctly react to people, incidences or situations that are open to misunderstanding due to cultural differences. Working with your partners may sometimes require you, your PI, and your university to consider issues that are unique to working and conducting research outside a familiar environment. This session will focus on the contextual elements around your communication strategy that you may be considered as you are developing a relationship with partners. It will include a discussion of what is cross culture and cross cultural understanding and some tools that will help when building a new partnership with an organization or person outside of your organization.

**LEARNING OBJECTIVES**

- Participants will learn to successfully navigate differences in normative expectations and traditions.
- Participants will discuss how training and education can be designed to take into account cultural differences among members on an international research team.
- Participants will be able to identify areas for special consideration in working in a cross cultural environment.
- Participants will review additional factors to consider as they develop a communication strategy with cross-cultural partners.

**PREREQUISITE:** None

**Caroline Jones**, Assistant Director, Pre-Award Operations, Stanford University

**Anника M. Glauner**, Senior Scientific Adviser & Group Leader Research Development, International Research Programs, EU Grants Access, ETH Zurich / University of Zurich

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This session may also be of interest to participants in the following areas: Career Advancement/Development, Departmental

**HOW TO DEVELOP A TRAINING PROGRAM AT YOUR MEDICAL CAMPUSS**

How to develop a training program at your medical campus. The benefits of the program and how it spread to other colleges for a win-win RA environment.

**LEARNING OBJECTIVES**

Participants will learn how to build and grow a departmental-based training program for new Research Administrators, including onboarding, orientation, and weekly training classes. The long-term goal is to invest in staff development and retain a competent, engaged and effective staff.

**PREREQUISITE:** Participants should have solid knowledge of research administration in order to assess the training needs of the department and campus.

**Raellen Man**, Director of Research Administration, University of California, Los Angeles

**David Lynch**, Vice President, Research Operations, UCSF Benioff Children’s Hospital Oakland Research Institute

* Lead presenter
BUILDING A COLLABORATIVE PRE-AWARD TEAM BETWEEN THE COLLEGE AND CENTRAL ADMINISTRATION

This session will introduce a collaborative and cost effective approach to structuring a Pre-Award office at a Predominantly Undergraduate Institution (PUI). Many principal investigators at PUI's often require more assistance in conceptualizing ideas, developing budgets, identifying collaborators, and help with basic grant writing which one individual in a small Pre-Award office is unable to handle. Therefore, our approach creates a Pre-Award team that combines the services of a central administrator with a research development professional based within individual colleges. Costs for this team are shared between the college and the office of research and sponsored projects. This team oversees and coordinates all aspects of the Pre-Award process, and together divide the work to ensure a successful and on-time submission. It is through this design that CSUF has been able to increase the capacity of faculty prepared to write grants; increase the total number of proposal submissions; enhance the quality of proposals; improve the effectiveness and efficiency of its Research Administration offices; expand the research culture on its campus; and increase the pipeline of external grant funding.

LEARNING OBJECTIVES
• Participants will learn about the benefits of utilizing a team approach model to provide comprehensive support to Principal Investigators at PUIs.
• Participants will leave with an understanding of the role and responsibilities of the research grants specialist.

PREREQUISITE: None

Myrna A. Weber*, Assistant Director, California State University, Fullerton
Lisa A. Lopez, Research Grants Specialist, California State University, Fullerton

ONLINE RESEARCH ADMINISTRATION SYSTEMS – HOW THEY CAN HELP US BE MORE EFFECTIVE!

This session will give overview level information on what every Research Administrator needs to know about homegrown systems, and how their various components can be intertwined and used efficiently. Washington State University and Stanford University will demonstrate their online portals, which connect online routing and approval systems with their grants databases, powerful monitoring and reporting tools in and of themselves. Other tools including PI dashboards, “drag and drop” email technology, staff workload trackers, and other online forms will be discussed, along with some “lessons learned along the way”.

LEARNING OBJECTIVES
This session will give overview level information on homegrown systems and how they can be used to support Research Administrators and faculty, with the goal of demonstrating how online systems and IT support can help us all work more efficiently.

PREREQUISITE: None

Derek Brown*, Research Operations Administrator, Office of Research Support and Operations, Washington State University
Tim Leung, Assistant Director, Client Advocacy and Education, Stanford University

This session may also be of interest to participants in the following areas: Departmental, Medical/Clinical

RESEARCH COMPLIANCE 101 (Follow-up to concurrent session held Thursday at 10:15 am)

This follow up discussion will build on the overview of commonly encountered topics encountered within non-financial research compliance. Bring your comments and questions on subjects such as regulations surrounding human subject protections, animal welfare, bio-safety and export control.

Ross Hickey*, Assistant Provost for Research Integrity, University of Southern Maine
AGENDA
Thursday, March 9, 2017
11th Annual Pre-Award Research Administration Conference

1:00 – 2:15 pm EDUCATION SESSIONS

Discussion Groups continued

Compliance

YES, THIS AFFECTS YOU TOO! EXPORT CONTROLS FOR THE NON-EXPORT CONTROL OFFICER
It has been said that it takes a “village” to manage export controls - no one person can do it all! You may not be an export control officer, but the export control regulations touch most areas across our campuses. Come join a discussion and get your questions answered about how the export control regulations may impact your job and what steps you can take to remain export compliant.

Kay Ellis*, Director, Export Control Program, University of Arizona
Dava Casoni, Contracts and Compliance Advisor, University of Southern California Institute for Creative Technologies

Departmental

This session may also be of interest to participants in the following areas: Career Advancement/Development, Compliance

DEPARTMENTAL AND CENTRAL PRE-AWARD OFFICES: WORKING TOGETHER
This discussion focuses on strengthening the working relationship between central and departmental Pre-Award Administrators. Participants will contribute their own ideas to the discussion from both the central business office and departmental viewpoints. Participants are encouraged to share what has worked at their own institutions and how working together meets the overall organizational research goals.

Abby P. Guillory*, Associate Director, Office of Research and Sponsored Program, University of Louisiana at Lafayette
David Schultz, Director of Sponsored Programs Finance Administration, University of Louisiana at Lafayette

Senior/Executive Level

DEVELOPING A FIRST-RATE SENIOR MANAGEMENT TEAM
It is the dream of every senior Research Administrator to be surrounded by a first-rate senior management team. Of course, this is much easier said than done! In this discussion session, we will consider the various actions that we can take to foster the development of a first-rate senior management team. While there is no “secret” technique for accomplishing this, there are a number of practical steps that we can to increase the likelihood of success.

Richard P. Seligman*, Associate Vice President for Research Administration, California Institute of Technology
Nancy Daneau, Director, Office of Sponsored Programs, New York University

Spark Sessions

1:00 – 1:20 pm

UNDERSTANDING THE CONSULTING ROLE
Andrea Anderson*, Director, Grant and Contract Management, University of North Texas Health Science Center at Fort Worth

1:30 – 1:50 pm

STATE AGENCY PROPOSAL APPLICATION TIPS AND TRICKS
Bonnie L. Troupe*, Director, Office of Academic Development, Stonehill College

2:00 – 2:15 pm

HOW TO EVALUATE AND CHOOSE AN ERA FOR YOUR INSTITUTION
Alex Cunha*, Team Lead, Evisions

* Lead presenter
THE FINAL RULE: IMPLEMENTED OR NOT – PERSPECTIVES ON HOW THE IRB WILL CHANGE RESEARCH OVERSIGHT

For the first time in over two decades the federal government has published significant changes to the regulations that govern the conduct of human subjects research. This session will present tangible approaches to interpreting and implementing changes described in the new Common Rule and discuss the impact of requiring centralized IRBs on funding, oversight, and conduct of multi-site research. The session will describe both the regulations and flexibility in those requirements that will change human subjects protections going forward.

The current regulations have a long history of implementation and revision dating back to 1974. Despite revisions in the early 1980’s, 1990’s, and as recently as 2005, these regulations have failed to keep pace with the rapidly changing research conducted today. New areas of research such as whole genome sequencing, the explosion of big data and specimen repositories, new research designs, and expansion of research in fields such as social science and behavioral research have all challenged the applicability of our current regulations. To initiate the formal process of revising our current regulations, an Advance Notice of Proposed Rulemaking (ANPRM) was published in July, 2011 by the Office of the Secretary of HHS. The ANPRM gave the research community an opportunity to comment on how the regulations should be revised to effectively protect human subjects in today’s research environment. Following the ANPRM, a Notice of Proposed Rulemaking (NPRM) was published in September 2015 resulting in over 2,100 comments. Many of these comments expressed concern with significant changes proposed to how research with biospecimens would be conducted, a requirement for use of centralized IRBs, proposed changes based on instruments and documents not yet developed, changes to how research is categorized for review, and in general the overall complexity of the proposed changes. A final rule – the new Common Rule – was published on January 19, 2017. Significantly, the rule was published just one day prior to the inauguration of a new US President whose administration may immediately begin the process to rescind these changes. Regardless of whether these changes become part of our regulatory requirements, the changes they propose will have impact on how human subjects research is overseen at the institutional level, and importantly on how human subjects are protected.

LEARNING OBJECTIVES

- Participants will be able to identify the key changes to the Common Rule published on January 19, 2017.
- Participants will be able to analyze the impact of changes in the Common Rule on research nationally, at their institutions and their research community.
- Participants will have an understanding of how to develop a strategic approach to implementing the Common Rule changes in the review and oversight of human subjects research.
- Participants will be knowledgeable on “flexibility” options in implementing the Common Rule for both federally and no-federally funded research.

PREREQUISITE: Education in human subjects protections including knowledge of the Belmont Report, current federal regulations under 45 CFR 46, and research ethics in human subjects protections. Courses such as the Collaborative Institutional Training Initiative (CITI) human subjects modules or equivalent courses.

Martha Jones*, Executive Director, Human Research Protections Office, Washington University, St. Louis
Laverne Estañol, Assistant Director, Human Research Protections, University of California, Irvine
Nichelle Cobb, Director, Health Sciences Institutional Review Boards (IRBs) Office, University of Wisconsin-Madison

* Lead presenter
This session may also be of interest to participants in the following areas: Compliance, International

MANAGING COMPLEX, MULTI-PROJECT GRANTS, PLUS PROJECT MANAGEMENT

This session will discuss ways to manage complex, multi-project grants from preparation to submission to award and closeout. We will discuss how creating spreadsheets for various components of the process at the Pre-Award stage, will benefit the Post-Award process. Some of the topics discussed will include pre-application meetings, setting timelines, reviewing compliance, budget preparation, award distributions, among others.

LEARNING OBJECTIVES
• Participants will learn about the Notice of Award checklist.
• Participants will learn about the Management of Award.
• Participants will learn about the RPPR - Progress Report.

PREREQUISITE: Participants need to be familiar with general grant submission processes.

Cara Baczewski*, Research Administrator, Division of Oncology, Washington University in St. Louis
Nancy A. Reidelberger, Senior Research Administrator, Division of Oncology, Washington University in St. Louis

FEDERAL RESEARCH POLICY UPDATE

NIH and NSF experts provide an informative update regarding the status of our current, Federal-wide initiatives. Research Terms and Conditions, which implement the Uniform Regulations and the Final Research Performance Progress Report (F-RPPR) will be reviewed during this session.

LEARNING OBJECTIVES
• Participants will be able to describe the status of current, Federal-wide initiatives.
• Participants will be able define the Research Terms and Conditions and explain their impact, in award management.
• Participants will be able explain the implementation plan for the Research Terms and Conditions and the Final RPPR

PREREQUISITE: Participants should have a basic knowledge of Federal-wide initiatives.

Michelle Bulls*, Director, Office of Policy for Extramural Research Administration, National Institutes of Health
Jean Feldman, Head, Policy Office, Division of Institution and Award Support, Office of Budget, Finance, and Award Management, National Science Foundation

NIH NOTICE OF AWARD FORENSICS: WHAT DOES IT ALL MEAN

If you have ever looked at a notice of grant award (NOGA) from the National Institutes of Health (NIH) and wondered, “what in the world does all this mean?” This session is for you. We will investigate several NOGA’s from real NIH awards and decipher what the words, number, acronyms, and references mean to you as a Research Administrator.

LEARNING OBJECTIVES
• Participants will learn how to identify the critical components of a NOGA and the less than critical components.
• Participants will find ways to quickly assess if there are important implications for grant management contained in the language of the NOGA. This will help them in their work and allow them to communicate the terms of the NOGA to PI’s and colleagues more easily.

PREREQUISITE: Participants should have familiarity with grant awards.

Anthony Beckman*, Research Administrator, Office of Research and Project Administration, University of Rochester
LEARNING OBJECTIVES
• Participants will be able to assess a current office’s structure and how to change it.
• Participants will learn what needs to be considered when setting up a new grants office.
• Participants will be able to determine if their grant’s office is working under this new structure.

PREREQUISITE: None

Dennis J. Paffrath*, Assistant Vice President for Sponsored Programs Administration, University of Maryland, Baltimore
Eva Björndal, Team Leader Post-Contract and Financial Compliance, Karolinska Institutet
Adelene Auyong, Grants Officer, International Grants, Research, Innovation and Commercialisation (RIC), The University of Melbourne

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• A Primer on Intellectual Property
• The Role of Research Administration Writing and Negotiating Subawards Under Federal Prime Awards
• OMB A-21 Mini-Guide
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AGENDA
Thursday, March 9, 2017
11th Annual Pre-Award Research Administration Conference

2:45 – 3:45 pm  EDUCATION SESSIONS

Concurrent Sessions continued

This session may also be of interest to participants in the following areas: Compliance, Departmental

KEEP CALM AND BUILD A CLINICAL TRIAL BUDGET
Building a budget for a clinical trial can seem a daunting task, but it doesn’t have to be. This session presents a basic process for building a budget and the primary types of costs that should be included.

LEARNING OBJECTIVES
• Participants will be able to identify a process for developing a clinical trial budget.
• Participants will be able to identify primary types of clinical trial costs.
• Participants will be able to identify key budget considerations.

PREREQUISITE: None

Carolyn Elliott-Farino*, Executive Director, Office of Research, Kennesaw State University

ENSURING PROJECT SUCCESS AT THE PUI: CONTINUITY AND CONSISTENCY FROM PRE-AWARD THROUGH POST-AWARD
Highly successful projects rely on continuity and consistency from start to finish, so how can we ensure continuity and consistency throughout the project lifecycle? Pre-award administrators must be cognizant of their institution’s policies on procurement, travel, consulting, etc., when working with PIs on their budgets. Additionally, Post-Award administrators need to understand the PI’s objectives and work with them in a collaborative manner as their project progresses and evolves. While pre- and Post-Award are separate phases of a project and are often overseen by separate offices entirely, there is much overlap between these phases. Attend this session to explore how successful Research Administrators at a Predominately Undergraduate Institution exploit the pre-to-post overlap in order to maximize the chances of project success.

LEARNING OBJECTIVES
• Participants will be able to identify how Pre-Award and Post-Award responsibilities intersect throughout the proposal and award stages.
• For primarily Pre-Award Administrators: to be able to classify what you need to know and with whom you need to consult when working on proposal and budget development.
• For primarily Post-Award Administrators: to be able to interpret your role in moving the project forward successfully, including what is expected of you in terms of communication with the PI and Pre-Award office.

PREREQUISITE: None

Christopher Denman*, Assistant Director, Contracts, University of Texas Health Science Center at Houston

Discussion Groups

Career Advancement/Development

LIFE, LOVE AND RESEARCH ADMINISTRATION: A GUIDED TOUR OF ‘YOU’ AS A RESEARCH ADMINISTRATOR
As Research Administrators we often get caught up in the high demands of our jobs. Whether meeting deadlines, filing reports, or simply fulfilling customer service duties, we can sometimes forget about ourselves and get lost in the chaos of day-to-day requirements. This session will provide an interactive, insightful glimpse into the human aspect of Research Administration. You will be taken on a guided tour of “YOU”, the most valuable asset. You will receive tips on how to successfully navigate through your journey as a Research Administrator while balancing the demands of life. The session will provide an opportunity to get to know both your personality and leadership/management styles. After all, what is Research Administration without YOU?

Shelly Berry-Hebb*, Assistant Director, Proposal Services, Sponsored Research Services, Texas A&M University

* Lead presenter
AGENDA

Thursday, March 9, 2017

2:45 – 3:45 pm EDUCATION SESSIONS

Discussion Groups continued

Compliance

This session may also be of interest to participants in the following areas: Departmental, Medical/Clinical

PROACTIVE PROPOSAL REVIEW
How we can be proactive about compliance issues in Pre-Award to avoid Post-Award delays? This session focuses on how organizations can better manage compliance issues at the proposal phase so they are not caught off guard when the award is funded. We will discuss the Pre-Award compliance complexities in Research Administration, and explore new strategies and ideas to smooth out the process during the Post-Award stage. Topics that will be covered are conflict of interest, export control, intellectual property, subrecipient monitoring and sponsor administrative requirements, among others.

Predominantly Undergraduate Institutions

CHALLENGING TRADITIONAL WAYS: LIFTING THE ADMINISTRATIVE BURDEN OF THE RESEARCH ADMINISTRATOR
This session will review The Five Practices of Exemplary Leadership® (Kouzes and Barry Posner). Methods on how to apply these leadership practices to the challenge of alleviating administrative burdens will be discussed. Real world examples of how institutions have reduced their administrative burdens will be shared.

Systems/Metrics/Data

MANAGING TO THE METRICS: THE PEOPLE FACTOR
Metrics are a popular way for Research Administrators to gauge performance, from individuals to departments, transactions to workflow. Metrics are a great way to gain insight to the overall picture of research at your institution, but to get the metrics and make the most out of them, your people have to be engaged and supportive of the system. This panel will discuss common challenges in creating, implementing, training, and refining metrics with emphasis on the people challenges at each stage, based on implementation of system of metrics at Boston University.

* Lead presenter
Spark Sessions

2:45 – 3:05 pm

GRANTS AND CONTRACTS LANGUAGE FOR THE DEPARTMENT RESEARCH ADMINISTRATOR

Geraldine Pierre*, Grants & Contracts Manager, Health Law, Policy and Management, Boston University School of Public Health

3:15 – 3:35 pm

WORKING WITH STATE AGENCIES

Elizabeth Slack*, Grants Officer, Sponsored Research Administration, Florida State University

2:45 – 3:45 pm EDUCATION SESSIONS

Concurrent Sessions

Program Level: Overview | Career Advancement/Development

MANAGING, MENTORING AND COACHING ACROSS GENERATIONS

Today’s workforce is drastically different than those of past decades - especially if you are a manager. It’s now common for employees in a single department to be from many generations, and managers need to understand these generational differences. Issues can arise from differing communication styles and mindsets of employees born in different eras. The new importance and structure of the team environment also makes it critical to effectively address and take advantage of the differences in values and expectations. This session will evaluate techniques for staff development and will encourage discussion, so that we can all improve as mentors, coaches and managers.

LEARNING OBJECTIVES

• Participants will be able to describe the differences and mindsets of the three generations (Baby Boomers, Gen Xers and Millennials.)
• Participants will compare strengths and weaknesses of each generation.

PREREQUISITE: None

Melissa Layman*, Deputy Director, Research Development Services, Georgetown University
Haewon Park, Director of Business Operations, Center for Cell Reprogramming, Georgetown University
Mary Schmiedel, Senior Research Compliance Officer, Georgetown University

This session may also be of interest to participants in the following areas: Departmental, Medical/Clinical

10 THINGS TO ENSURE A SMOOTH PROPOSAL REVIEW

Getting the agency to say yes to a proposal can be one of the more challenging parts of sponsored research, and the same can be said for actually managing the award. But so much of what happens during agency review and during Post-Award is contingent on what happens in the Pre-Award phase during the proposal review process, which is not without its own challenges. Join your colleagues for a discussion of common challenges Pre-Award professionals face during the proposal review phase, and learn how to proactively get in front of them to ensure a smoother review process.

LEARNING OBJECTIVES

• Participants will be able to identify common issues that cause challenges during the Pre-Award phase.
• Participants will understand their impacts on other phases of the award lifecycle.
• Participants will discuss solutions for anticipating challenges and addressing them proactively.

PREREQUISITE: Participants should have some knowledge of standard pre-award activities including proposal development, review, and approval.

Adrienne Larmett*, Manager, Higher Education and Research Institutions Practice, Baker Tilly
Stacia Levy, Executive Director, Pre-Award Administration, Drexel University

* Lead presenter
AGENDA
Thursday, March 9, 2017
11th Annual Pre-Award Research Administration Conference

4:00 – 5:00 pm  EDUCATION SESSIONS

Concurrent Sessions continued

Program Level: Overview  |  International

This session may also be of interest to participants in the following area: Career Advancement/Development

RESEARCH ADMINISTRATOR EXCHANGE: TIPS ON HOW TO WORK ABROAD

This session will discuss the different options available to Research Administrators that combine your job with international travel and professional development. We will outline different fellowship opportunities available, how to apply for the NCURA-ARMS fellowship, and what review panels look for in applications. The discussion will also include recent fellowship experiences at an international university from both the host institution and the fellowship recipient’s point of view.

LEARNING OBJECTIVES
• Participants will discover the different international fellowship opportunities.
• Participants will learn how to complete a successful application.
• Participants will learn the benefits of an international fellowship experience.

PREREQUISITE: None

Jill Frankenfield*, Associate Director, Office of Research Administration, University of Maryland, College Park
Julie Ward, International Research Manager, Division of Research, The University of New South Wales

Program Level: Intermediate  |  Departmental

This session may also be of interest to participants in the following areas: Career Advancement/Development, Compliance

FACULTY DEVELOPMENT: NAVIGATING EARLY-CAREER PROGRAMS

Junior-level faculty face many challenges on the road to tenure, particularly faculty in STEM disciplines who need to obtain research grants. While early-career grant programs such as NSF CAREER, DOD Young Investigator Program and the DOE Early Career Research Program are specifically designed to kick-start their research in the initial stages of their career; these programs are highly competitive and faculty often do not understand the nuances of a young investigator application or how to best position their proposals for success. This session will focus on the specifics of these early-career programs and provide you with strategies to help faculty develop stronger and more competitive applications. Come prepared to share your ideas and experiences with your colleagues.

LEARNING OBJECTIVES
• Participants will learn about the types of available early-career grant programs.
• Participants will learn how early-career grant programs differ from standard research proposals.
• Participants will learn strategies to help your faculty position their proposals to be more competitive.
• Participants will learn how to present early-career strategies to your faculty.

PREREQUISITE: Participants should have:
• Experience helping faculty formulate strategies for successful proposal development and submission.
• Experience working with junior-level faculty.
• Familiarity with federal and foundation sponsors.
• Experience developing training programs for faculty.

Kelley Hall*, Research Advancement Administrator, Senior, Arizona State University
Michelle Schoenecker, Senior Proposal Development Manager, University of Wisconsin-Milwaukee

Jill Frankenfield*, Julie Ward

* Lead presenter
AGENDA
Thursday, March 9, 2017
11th Annual Pre-Award Research Administration Conference

Concurrent Sessions continued

4:00 – 5:00 pm EDUCATION SESSIONS

Program Level: Basic | Medical/Clinical

LEARNING OBJECTIVES
• Participants will be able to explain PCORI’s model of comparative clinical effectiveness research (CER).
• Participants will be able to list PCORI’s national priorities for research.
• Participants will be able to explain the process PCORI follows for identifying priority clinical topics and releasing PCORI funding announcements (PFAs).
• Participants will be able to differentiate between Eugene Washington Engagement Awards and Pipeline-to-Proposal (P2P) awards.
• Participants will be able to identify PCORI’s current PFAs and Engagement Award opportunities.
• Participants will be able to list some successful strategies for receiving PCORI funding.

PREREQUISITE: None

Scott Solomon*, Director, Contracts Management and Administration, Patient-Centered Outcomes Research Institute (PCORI)
Enas Areiqat, Assistant Director of Contracts Management, Contracts Management and Administration, Patient-Centered Outcomes Research Institute (PCORI)

PATIENT-CENTERED OUTCOMES RESEARCH INSTITUTE – WHAT & WHO WE FUND
This session will help participants learn about PCORI funding opportunities and tips for developing a research proposal.

LEARNING OBJECTIVES
• Participants will be able to explain PCORI’s model of comparative clinical effectiveness research (CER).
• Participants will be able to list PCORI’s national priorities for research.
• Participants will be able to explain the process PCORI follows for identifying priority clinical topics and releasing PCORI funding announcements (PFAs).
• Participants will be able to differentiate between Eugene Washington Engagement Awards and Pipeline-to-Proposal (P2P) awards.
• Participants will be able to identify PCORI’s current PFAs and Engagement Award opportunities.
• Participants will be able to list some successful strategies for receiving PCORI funding.

PREREQUISITE: None

Scott Solomon*, Director, Contracts Management and Administration, Patient-Centered Outcomes Research Institute (PCORI)
Enas Areiqat, Assistant Director of Contracts Management, Contracts Management and Administration, Patient-Centered Outcomes Research Institute (PCORI)

ABOVE AND BEYOND: DOING IT ALL
If your office is also responsible for the IRB, undergraduate research program, or other affiliated areas on your campus, this session is for you! Strategies for successful coordination will be shared that address the one-person shop charged with additional duties beyond “pure” grants administration.

LEARNING OBJECTIVES
• Participants will have the opportunity to share their successes and challenges with office “extras” with other members in a supportive environment.
• Participants will be exposed to outreach and communication models.
• Participants will discuss strategies to more effectively coordinate all of the areas of responsibility in their offices.

PREREQUISITE: None

Bonnie L. Troupe*, Director, Office of Academic Development, Stonehill College

* Lead presenter
LEVERAGING SYSTEMS TO MEASURE THE PROPOSAL REVIEW PROCESS

Creating meaningful metrics around the business process of Research Administration allows leadership to use data rather than anecdotes in making decisions and improving efficiency and customer service. Drawing on lessons learned from a recent initiative, the presenters will discuss central, school and departmental considerations in developing metrics related to the proposal review and submission process. Before forging ahead and tracking every data point possible, take a step back to consider the questions you are trying to answer and problems you are trying to solve. Avoid comparing apples to oranges by ensuring consistent business processes underlie the data, and collaborate with key stakeholders to arrive at a common understanding of the data. This session may also cover the change management aspect of developing metrics, including how to prepare your team toward incorporating data into your organization - data can track what is going well, along with identifying areas where there is room for improvement or further training. This session may also cover the critical role systems can play in measuring processes, as well as the potential limitations of systems and how to effectively navigate these challenges.

LEARNING OBJECTIVES
• Participants will evaluate the questions they are trying to answer with metrics.
• Participants will be able to identify measurable data points.
• Participants will be able to decide how to present data to various audiences.
• Participants will understand how systems can help optimize business processes.
• Participants will consider collaborations between departments, schools and central administration in process redesign and metrics development.

PREREQUISITE: Participants should have 3+ years experience in research administration and knowledge of electronic research administration systems. Experience designing and implementing process/workflow is preferred.

Kimberly Griffin*, Director, Electronic Research Administration, Northwestern University
Kelly Morrison, Director, Office for Sponsored Research, Northwestern University
Reid Weilensiek, Director of Research Administration, Northwestern University

Discussion Groups

This session may also be of interest to participants in the following areas: Departmental, Medical/Clinical

SINGLE IRB REVIEW: RELIANCE AGREEMENTS

This session will cover what IRB authorization agreements (IAA) are and when they are needed as well as a key initiative to streamline the IAA process, SMART IRB. SMART IRB is a national initiative to implement a master IAA that is responsive to the NIH Single IRB Review Policy.

Nichelle Cobb*, Director, Health Sciences Institutional Review Board (IRB) Office, University of Wisconsin-Madison

THE UNIFORM GUIDANCE AFTER TWO YEARS: WHERE ARE WE?

This session offers an opportunity for participants to look at what has happened in the nearly two and a half years since the Uniform Guidance was issued by OMB. What changes have been implemented on campus? Which of the many promises for uniformity and consistency across agencies contained in the Uniform Guidance have actually come to pass? In particular, how has the Uniform Guidance impacted pre-award procedures and operations?

Daniel Shapiro*, Director, Research Compliance, Office of Compliance, University of Southern California

* Lead presenter
AGENDA
Thursday, March 9, 2017
11th Annual Pre-Award Research Administration Conference

4:00 – 5:00 pm EDUCATION SESSIONS

Discussion Groups continued

International

This session may also be of interest to participants in the following areas: Career Advancement/Development, Compliance, Departmental

FUNDING LANDSCAPE FOR GLOBAL RESEARCH
Join us for a discussion speculating on the future of funding for global research:
• Will the current administration impact global research partnerships?
• Will basic science flourish or suffer in the years ahead?
• What programs are in place that will continue?
• In which areas of research may funding increases be anticipated?

As we grapple with changes and uncertainty, we will discuss ongoing concerns including theories reflected in current journals and articles.

Vivian Holmes*, Director, Sponsored Research, Broad Institute of MIT and Harvard

Predominantly Undergraduate Institutions

LEAD ING CHANGE AT THE PUI
Research administrators are often placed in a role of leading change to comply with federal policies. The work is difficult at the best of times because it involves many offices on campus and stepping on other people’s toes. At a PUI, these challenges are even greater as the Research Administrators wear multiple hats, receive pressure to say yes and go after all available external funds, and work with many staff and faculty without grant experience.

Anne Sebanc*, Director of Faculty Grants, Office of Research and Sponsored Programs, Whittier College
Lisa Maria Newton, Associate Director of Foundation & Government Relations, Whittier College

6:00 pm DINNER GROUPS

Spark Sessions

4:00 – 4:20 pm

INDIRECT COSTS – THE HOW & WHY OF THE F&A
Betsy Foushee*, Grants Coordinator, Office of Grants & Sponsored Programs, Tidewater Community College

4:30 – 4:50 pm

SUBRECIPIENT MONITORING
Webb Brightwell*, Senior Manager, Sponsored Operations, Office for Sponsored Programs, Harvard University

Experience local cuisine with friends and colleagues! Sign up near onsite registration.

* Lead presenter
6:15 – 7:15 am

NCURA FUN RUN AND POWER WALK
YOGA BLISS
Join NCURA’s Tara Bishop, Chopra Center Certified Yoga Instructor for a restorative practice. We will bring ourselves back to our natural state of balance and tap into the bliss of body, mind and spirit. Namaste

7:30 am – 3:45 pm

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7:30 – 8:15 am

CONTINENTAL BREAKFAST and
BREAKFAST ROUNDTABLES
INTERNATIONAL RESEARCH ACCOUNTING
Angela Zeno®, Manager, Research Accounting, York University
FCOI AND IRB FOR NON-US UNIVERSITIES
Cecilia Martinsson Björkdahl®, Project Manager, Karolinska Institutet
GRANTS AND CONTRACTS LANGUAGE FOR THE
DEPARTMENT RESEARCH ADMINISTRATOR
Geraldine Pierre®, Grants & Contracts Manager, Health Law, Policy and Management, Boston University School of Public Health
QUESTIONABLE EXPENSES ON RESEARCH GRANTS: TO
CHARGE OR NOT TO CHARGE
Glenda Bullock®, Director of Research and Business Administration, Divisions of Hematology, Rheumatology, Allergy & Immunology and Pharmacogenomics, Washington University
THE IMPACT OF ORGANIZATIONAL CULTURE AND
INFRASTRUCTURE ON SPONSORED PROGRAMS
Betsy Foushee®, Grants Coordinator, Office of Grants & Sponsored Programs, Tidewater Community College
DIVING INTO DATA
John Markley®, Assistant Director for Organizational Insights, Office of Sponsored Research, Stanford University
CROWDFUNDING FOR RESEARCH: FULL SPEED AHEAD OR
PROCEED WITH CAUTION?
Heather Beattie Johnston®, Associate Director of Research Communications, Miami University
CENTRAL RESEARCH TRAINING
Melodi Moore®, Funding Specialist, The University of Texas Medical Branch
**AGENDA**

**Friday, March 10, 2017**

11th Annual Pre-Award Research Administration Conference

**Concurrent Sessions**

8:15 – 9:45 am **EDUCATION SESSIONS**

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**PROGRAM: INTERMEDIATE | CAREER ADVANCEMENT/DEVELOPMENT**

**CREATING EFFECTIVE EDUCATIONAL PROGRAMMING AND PRESENTATIONS FOR RESEARCH ADMINISTRATORS**

In the dynamic world of Research Administration, how can we best support staff so they are able to successfully navigate the multitude of regulations and procedures our profession demands? We can start by creating effective education opportunities, training and resources. In this session we will discuss best practices for getting started and how to build a framework to support an educational program long-term. We will discuss effective instructional design practices and the importance of a learner needs assessment. This session will then break down the training implementation component by providing personal tools to equip the novice or experienced presenter to communicate more effectively both in person and online. In addition, there will be demonstrations of technology-based tools that can enhance your programming. We will also address common missteps and the importance of preparation.

**LEARNING OBJECTIVES**

- Participants will become familiar with an effective instructional design technique used by organizations across the country.
- Participants will look at successful Research Administration Educational Programs as models.
- Participants will become familiar with design methods to meet the unique needs of adult learners.
- Participants will learn impactful communication tools for effective presentations.
- Participants will see and use modern presentation technologies that can enhance learning.

**PREREQUISITE:** Participants should have a general understanding of Research Administration and the role of a Research Administrator:

- **Melanie Hebl**, Education Coordinator, Research and Sponsored Programs, University of Wisconsin-Madison
- **Michael McGough**, Grants Coordinator, College of Family and Consumer Sciences, University of Georgia
- **Tolise Dailey**, Training Development Specialist, Office of Contracts and Grants Research Administration, University of Colorado at Boulder

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**PROGRAM: BASIC | COMPLIANCE**

**THE CHANGED WORLD OF IT SECURITY REQUIREMENTS FOR UNIVERSITIES**

This session will include a brief history of Controlled Unclassified Information (CUI) and NIST 800-171 security requirements, and a discussion from two university perspectives on creating awareness, identifying the issues, solutions, pros and cons and lessons learned. University perspectives will include an institution with a large export restricted research portfolio and one that conducts fundamental research only. In addition, university CUI issues outside of research will also be discussed.

**LEARNING OBJECTIVES**

- Participants will be able to identify university IT security requirements and discuss related administrative and management strategies.

**PREREQUISITE:** None

- **Marci Copeland**, Export Control Officer, Office of Research, University of California, Irvine
- **David Brady**, Director, Export and Secure Research Compliance, Virginia Polytechnic Institute
- **Grace Park**, Principal Subcontract and Research Compliance Officer, Office of Research, University of California, Irvine
- **John Denune**, Security Risk and Compliance Program Manager, Office of Information Technology, University of California, Irvine

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* Lead presenter
This session may also be of interest to participants in the following areas: Compliance, International

**SUBAWARDS 360**
Outgoing sub-awards can be a necessary evil in many organizations – faculty like to include sub-awards in proposals because they strengthen the “team” science, but for administrators sub-awards can create additional burden. Uniform Guidance has added even another layer of complexity to the tedious task. This session will present our prospective – from a consultant, department manager, and central office director – in how it is best to work together to create a cohesive and efficient process. We will also describe the systems that we have put in place to ensure better communication among all offices involved with sub-awards.

**LEARNING OBJECTIVES**
- Participants will compare strengths and weaknesses of systems that have been established to coordinate efforts.
- Participants will analyze strategies to increase communication and cooperation among offices.

**PREREQUISITE:** Participants are encouraged to have experience and knowledge in working with consortium sites and/or sub-award agreements.

*Melissa Layman*, Deputy Director, Research Development Services, Georgetown University

*Haewon Park*, Director of Business Operations, Center for Cell Reprogramming, Georgetown University

*Diane Scott*, Associate, Huron Consulting Group

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**Contents Overview**

- Subpart A – Acronyms and Definitions
- Subpart B – General Provisions
- Subpart C – Pre-Federal Award Requirements and Content of Federal Awards
- Subpart D – Post-Federal Award Requirements
- Subpart E – Cost Principles
- Subpart F – Audit Requirements
- Appendix I to Part 200 – Full text of Notice of Funding Opportunity
- Appendix III to Part 200 – Indirect (F&A) Costs Identification and Assignment, and Rate Determination for Institutions of Higher Education (IHEs)
- Appendix IV to Part 200 – Indirect (F&A) Costs Identification and Assignment, and Rate Determination for Nonprofit Organizations
- Appendix V to Part 200 – State/Local Governmentwide Central Service Cost Allocation Plans
- Appendix VI to Part 200 – Public Assistance Cost Allocation Plans
- Appendix VII to Part 200 – States and Local Government and Indian Tribe Indirect Cost Proposals
- Appendix VIII to Part 200 – Nonprofit Organizations Exempted from Subpart E – Cost Principles of Part 200
- Appendix IX to Part 200 – Hospital Cost Principles
- Appendix X to Part 200 – Data Collection Form (Form SF-SAC)
- Appendix XI to Part 200 – Compliance Supplement
- Appendix XII to Part 200 – Award Terms and Conditions (Recipient Integrity and Performance Matters)
- Preamble to the Uniform Guidance (Published in Federal Register/ Vol. 78, No. 248/Thursday, December 26, 2013. 78590-78608)
- Additional Resources
- COFAR Frequently Asked Questions

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40 * Lead presenter
AN OMB UPDATE ON THE 2 CFR UNIFORM GUIDANCE – THE WONDER YEARS
The 2 CFR 200 Uniform Guidance has now been effective and applicable for two years. This session will include a brief overview of changes to The Guidance in 2016. Frequently asked questions will be answered and best practices from implementation and audits will be shared. This session applies to ALL types of grantees (State and local governments, Tribal governments, nonprofit organizations and colleges & universities).

LEARNING OBJECTIVES
• Participants will gain insight into the updates to the Uniform Guidance.
• Participants will learn about the impact on institution grant management systems two years into implementation.
• Participants will learn to avoid some implementation and audit issues.
• Participants will hear about some best practices for implementation and use.

PREREQUISITE: Participants should have a basic understanding of the Uniform Guidance.

Gilbert Tran*, Senior Policy Analyst, Executive Office of the President, Office of Management and Budget

SWITCHING SIDES: SURVIVING THE TRANSITION EITHER FROM A PREDOMINANTLY MEDICAL/CLINICAL WORKPLACE TO A PREDOMINANTLY NON-MEDICAL ACADEMIC ENVIRONMENT OR THE REVERSE
So you’re contemplating a move from an NIH-focused research environment to the non-clinical/academic side of campus, or perhaps the reverse? What skills will you need to be successful? This session will explore existing talents that overlap both settings (managing staff, interpreting federal guidelines, searching for funding opportunities, relationship building, internal proposal routing systems), and the surprises that may await you on the other side (budgeting for academic or calendar appointments, or summer salary; new sponsors and their submission systems; supervising staff who know more about these funding mechanisms than you do; new faculty; new science; new acronyms; new departmental policies). The panelists will discuss how problem solving, communication, and negotiation skills will be most important in transitioning to your new environment.

LEARNING OBJECTIVES
• Participants will learn the key differences in the two settings.
• Participants will appreciate the scope of skills that are transferable.
• Participants will be able to measure their own readiness for making such a transition.
• Participants will be able to identify new skills that they need to acquire.

PREREQUISITE: Participants should have experience working either in a clinical or non-clinical research administration role.

Gai Doran®, Director of Research, School of Forestry and Environmental Studies, Yale University
Susan Wyatt Sedwick, Consulting Associate, Attain, LLC
Robyn B. Remotigue, Assistant Director, School of Public Health, University of North Texas Health Science Center at Fort Worth

* Lead presenter
BUILDING A RESPONSIBLE CONDUCT OF RESEARCH TRAINING PROGRAM AT PUIs

 Responsible Conduct of Research (RCR) training programs are required of institutions receiving funding for certain types of grants from the National Institutes of Health (NIH) and the National Science Foundation (NSF). Predominantly Undergraduate Institutions (PUI) often have unique challenges in contrast to larger higher education research universities in complying with these regulations. What strategies can the Research Administrator apply to design effective RCR education plans? What policies will enhance the “culture of compliance” at the PUI? In this highly interactive session, different institutional perspectives and best practices for developing, implementing and documenting effective RCR training programs and policies for faculty, staff and students at PUIs will be presented.

LEARNING OBJECTIVES
• Participants will gain an understanding of a variety of proven techniques for delivering effective responsible conduct of research (RCR) training programs and policies at PUIs.
• Participants will learn how to design an effective RCR training plan utilizing different instructional methods to enhance teaching and learning effectiveness.

PREREQUISITE: A basic working knowledge of responsible conduct of research (RCR) and its instructional topics.

Anthony Onofrietti*, Director, Research Education, University of Utah

WORKING WITH YOUR STATE AND FEDERAL LEGISLATORS TO SUPPORT RESEARCH

The purpose of this session is to explore the importance of community partnerships and legislative advocacy in establishing and maintaining local, state, and federal elected official support for research funding and programs.

LEARNING OBJECTIVES
• Participants will understand strategies for engaging community partnerships to promote research program participation and awareness.
• Participants will be able to identify methods for raising elected official awareness of individual and community benefits of research efforts.
• Participants will be able to identify and discuss effective strategies for translating messages about research benefits into successful advocacy in support of research related policy/legislation.

PREREQUISITE: Participants should have experience and knowledge about legislative interactions and funding sources at the local, state, and federal level.

Aaron Byzak*, Senior Director of Government and Community Affairs, University of California, San Diego
Angela Phillips Diaz, Executive Director, Government Research Relations, Office of Research Affairs, University of California, San Diego

* Lead presenter
AGENDA

Friday, March 10, 2017
11th Annual Pre-Award Research Administration Conference

8:15 – 9:45 am EDUCATION SESSIONS

Discussion Groups

Career Advancement/Development

This session may also be of interest to participants in the following area: Departmental

IN THE MIDST OF STRESS: HOW WE OVERCOME AND BUILD MORE RESILIENT TEAMS

Research Administration is stressful by nature with deadlines, agency guidelines, and high performing researchers. A panel of department, center and collegiate staff who have been in the midst of this stress will discuss what research says about stress and how to build resilient teams despite the stress. We will be discussing stress and real-life stressful situations at our institutions. We will also be discussing opportunities to reduce stress on your teams. Bring your ideas, questions, comments and/or concerns around stress and how to manage it.

Lori Benjamin*, Senior Grant Administrator, Wellman Center for Photomedicine, Massachusetts General Hospital
Dimitrios V. Pashos, Senior Research Administrator, Department of Psychiatry, Brigham & Women’s Hospital

NCURA Publications available exclusively ONLINE

A PRIMER ON EXPORT CONTROLS

AUTHORS:
Jessica B. Buchanan, Ph.D., Associate Director of Export Compliance, University of Pennsylvania
Elizabeth D. Peloso, M.S.E., M.B.A., Associate Vice Provost and Associate Vice President for Research Services, University of Pennsylvania

This new publication provides a thorough introduction to the complex topic of export control laws and regulations. It’s written in a straightforward manner. Topics include key definitions and concepts, which federal agencies oversee regulations, violations and penalties, fundamental research, licensing (and exceptions), international travel, and additional resources. (30 pages, PDF).

Download a copy today at NCURA’s Online Learning Center https://onlinelearning.ncura.edu/

* Lead presenter
AGENDA  Friday, March 10, 2017
11th Annual Pre-Award Research Administration Conference

8:15 – 9:45 am  EDUCATION SESSIONS

Discussion Groups continued

Federal

OFF-CAMPUS INDIRECT COST RATES: IMPACT ON THE GRANTEE’S DIRECT COSTS
This session will provide an opportunity to discuss issues raised when a project is carried out off-campus using the off-campus indirect cost rate. In such circumstances, many costs that would otherwise be covered by the on-campus indirect cost rate now become direct costs, e.g., facility rental, furnishings, utilities.

Michelle Bulls*, Director, Office of Policy for Extramural Research Administration, National Institutes of Health

LEARNING OBJECTIVES
• Participants will have a better understanding of the BILAT 4.0 project.
• Participants will discuss global challenges internally.
• Participants will learn about the impact of global funding at your institution.
• Participants will think about strategies on enhancing international collaboration at your institution.

PREREQUISITE: Participants should have experience with international research projects/programs.

PROJECT BILAT USA 4.0 – WHAT IS IT AND HOW DOES IT FACILITATE US-EU COLLABORATION
Global has become an essential part of research, innovation and education. Administrators provide the systems and processes by which internationalization works. International administrators have to be knowledgeable, experienced and have to have an understanding of how each constituent part of internationalization adds value to the university environment. In recent years, the universities’ emphasis is no longer so much on teaching, learning and research, but rather on hitting targets, raising income and saving money. It is within this environment that the EU-US BILAT projects have matured to raise awareness among US researchers for the European Framework Programmes and to raise the participation of US researchers within them. In this third BILAT project, ETH Zurich in collaboration with the Broad Institute are focusing on providing guidance to researchers to fully exploit transatlantic funding opportunities by establishing sustainable mechanisms to enhance EU-US cooperation through custom-made and professional EU and US grants management facilitation, in particular via the following activities:
• Juxtaposing EU and US terminology.
• Setting up an exchange group of research managers and administrators to exchange best practices.
• Gaining an understanding of the career needs of researchers and administrators and develop specific talent and leadership management measures for them in the US and EU and piloting an International Career Programme for researchers and international Research Administrators.

International

This session may also be of interest to participants in the following areas: Compliance, Medical/Clinical

Michelle Bulls*, Director, Office of Policy for Extramural Research Administration, National Institutes of Health

LEARNING OBJECTIVES
• Participants will have a better understanding the BILAT 4.0 project.
• Participants will discuss global challenges internally.
• Participants will learn about the impact of global funding at your institution.
• Participants will think about strategies on enhancing international collaboration at your institution.

PREREQUISITE: Participants should have experience with international research projects/programs.

Annika M. Glauner*, Senior Scientific Adviser & Group Leader Research Development, International Research Programmes, EU Grants Access, ETH Zurich / University of Zurich
Regina Notz, Senior Research Administrator, EU Grants Access, University of Zurich

* Lead presenter
**PATIENT-CENTERED OUTCOMES RESEARCH INSTITUTE: WHO WE ARE & HOW TO APPLY**

This session will provide participants an overview of PCORI - its mission, vision, and purpose. The session will also walk-through the PCORI application process and programmatic and administrative requirements.

Scott Solomon*, Director, Contracts Management and Administration, Patient-Centered Outcomes Research Institute (PCORI)

Enas Areiqat, Associate Director, Contracts Management and Administration, Patient-Centered Outcomes Research Institute (PCORI)

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**AGENDA**  
**11th Annual Pre-Award Research Administration Conference**  
**Friday, March 10, 2017**

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**Spark Sessions**

**8:15 – 9:45 am  EDUCATION SESSIONS**

**8:15 – 8:35 am**

**WRITING FOR NCURA MAGAZINE**

Denise M. Moody*, Senior Director of Research Compliance, Harvard University

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**8:45 – 9:05 am**

**CHANGE HAPPENS: HOW TO AVOID THE MOST COMMON CHANGE MANAGEMENT MISTAKES**

Shelly Berry-Hebb*, Assistant Director, Proposal Services, Texas A & M University

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**9:15 – 9:35 am**

**THE INS AND OUTS OF GRANTS.GOV**

Roger Wood*, Associate VP, Product Management, InfoEd Global

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**9:45 – 10:15 am  NETWORKING AND REFRESHMENT BREAK**

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**Concurrent Sessions**

**10:15 – 11:30 am  EDUCATION SESSIONS**

**Program Level: Overview  |  Career Advancement/Development**

**LEARNING OBJECTIVES**

- Participants will learn strategies to navigate and determine possible career paths.
- Participants will discuss motivations and priorities that help decide what paths to take.
- Participants will gain insight into possible career development opportunities at all stages of our careers.

**PREREQUISITE:** None

Csilla Csapár*, Director of Administration and Finance, Geophysics, Stanford University  
Tricia L. Callahan, Director, Proposal Development, Miami University  
Jennifer Cory, Director of Research, Pediatrics, Stanford University

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**Program Level: Intermediate  |  Compliance**

**LEARNING OBJECTIVES**

- Participants will leave with an understanding of potential compliance issues associated with domestic and international campus visitors.
- Participants will discuss strategies for implementing review of prospective visitors.
- Participants will learn why and when an agreement may be advised to manage the visit.

**PREREQUISITE:** Participants should have experience with reviewing proposals and contracts.

Janet B. Simons*, Director, Research Policy, University of Maryland, Baltimore  
David Brady, Director, Export and Secure Research Compliance, Virginia Polytechnic Institute

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**This session may also be of interest to participants in the following areas: Departmental, International**

**VISITORS ON CAMPUS: COLLABORATIONS AND CONCERNS**

Individuals worldwide contact our investigators in hopes of benefiting from the knowledge and expertise of the institution and its researchers. How can we facilitate these visits and collaborations while addressing potential compliance issues such as intellectual property, confidentiality, health and safety, visa status, and export controls? The presenters will discuss strategies for welcoming a visitor while documenting the visitor’s agreement to abide by relevant host institution policies and procedures.

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* Lead presenter
AGENDA

Friday, March 10, 2017

11th Annual Pre-Award Research Administration Conference

10:15 – 11:30 am  EDUCATION SESSIONS

Concurrent Sessions continued

Program Level: Update  |  Federal

NSF UPDATE

This session is a comprehensive review of what is new and developing with the National Science Foundation’s programs, policies, people and budgets. Participants will learn about changes affecting their institutions and researchers.

LEARNING OBJECTIVES

• Participants will understand recent and future changes to NSF policies and procedures.
• Participants will learn about current and future NSF budgets, agency priorities, and involvement in electronic initiatives including advances with Research.gov.

PREREQUISITE: Participants should be involved with the application of NSF policies and procedures at their institution.

Jean Feldman*, Head, Policy Office, Division of Institution and Award Support, Office of Budget, Finance, and Award Management, National Science Foundation
Jamie French, Division Director, Division of Grants and Agreements, National Science Foundation

Program Level: Overview  |  International

UNDERSTANDING THE US SUB-AWARD PROCESS

Have you ever felt frustrated when working with US partners regarding terminology and agreements? Why are there so many forms to complete to participate in a sub-award? Why does their research office need so much information? How do we agree on governing law, indemnification, arbitration… This session will explain the US sub-award process from both an international institution perspective and the US institution requirements and relate it back to the relevant federal regulations when dealing with US Federal funds. The session will also discuss the development of a standard sub award agreement that has been developed by the international network, Universitas 21 (U21).

LEARNING OBJECTIVES

Participants will learn about the sub-award process and explore case studies.

PREREQUISITE: None

Julie Ward*, International Research Manager, Division of Research, The University of New South Wales
Rebecca Hunsaker, Director of Research Administration, University of Maryland, College Park
Jill Frankenfield, Associate Director, Office of Research Administration, University of Maryland, College Park

Program Level: Intermediate  |  Medical/Clinical

THE PUZZLING ASPECT OF BRINGING MULTIPLE INSTITUTIONS TOGETHER

As requests for funding increase each year, sponsors from the government to local foundations are asking for more multi-institutional collaboration. This session will offer ideas, roles and responsibilities to staff for designing multi-institutional medical/clinical research.

LEARNING OBJECTIVES

• Participants will learn how to approach new collaborative sources.
• Participants will discover new tactics for bringing researchers together.
• Participants will identify effective strategies for research teams.
• Participants will be able to predict potential roadblocks in developing collaborative research efforts.

PREREQUISITE: Participants should have some to major experience with Pre-Award submission.

Melodi Moore*, Funding Specialist, Research Services, The University of Texas Medical Branch

* Lead presenter
CROWD FUNDING: NOT A SPECTATOR SPORT
As the traditional funding climate grows ever more challenging and crowdfunding matures into the mainstream, some researchers are turning to Experiment.com and other crowdfunding websites to fund their projects. But many are disappointed by the results. Far from being the easy, passive source of funding some researchers imagine, crowdfunding requires active, hands-on engagement to be successful. This session offers practical advice for maximizing crowdfunding success by outlining what to do before, during, and after the campaign. The presenter will also share worksheets and other materials you can use to assist your researchers in executing a successful crowdfunding campaign.

LEARNING OBJECTIVES
• Participants will be able to list the three keys to a successful crowdfunding campaign.
• Participants will be able to describe features of clear and compelling crowdfunding stories.
• Participants will be able to explain the importance of images and video to a crowdfunding campaign.
• Participants will be able to identify specific strategies for targeting crowdfunding donors.

PREREQUISITE: None
Heather Beattey Johnston*, Associate Director of Research Communications, Miami University
Concurrent Sessions continued

Program Level: Advanced | Senior/Executive Level

REDUCING ADMINISTRATIVE BURDEN: USING THE COGR CHECKLIST TO STREAMLINE OPERATIONS
The Council on Governmental Relations have developed and distributed a checklist to assist institutions in reducing the administrative work associated with sponsored awards. The checklist contains a list of approximately 100 actions that institutions can consider taking to reduce administrative burden. Speakers will discuss use of the checklist at the institutional level and across institutions as well as lessons learned from early adopters.

LEARNING OBJECTIVES
Participants will learn about opportunities to reduce administrative work associated with sponsored awards for both faculty and staff and how other institutions have utilized the COGR checklist.

PREREQUISITE: Participants should have a solid foundation of knowledge regarding the administrative activities required to support research.

Lisa Nichols*, Director, Research and Regulatory Reform, Council on Governmental Relations (COGR)
Kerry Peluso, Associate Vice President for Research Administration, Emory University

This session may also be of interest to participants in the following areas: Career Advancement/Development, Compliance

PRE-AWARD STAFF WHO TELECOMMUTE
Have telecommuting options been something of interest to you as a manager and/or as an employee? Have you thought that you could easily do your Pre-Award job remotely? This discussion group is for you. We live in the age of technology and there are more opportunities for telecommuting in the workplace, healthcare and even earning a degree. Can telecommuting be a good option for Pre-Award functions? Using a real-life example of a Pre-Award staff member who has been in this role for 8 years, this discussion session will discuss the benefits and challenges of a telecommuting employment option and the HR implications.

Faith Goenner*, Administrative Director, Department of Computer Science & Engineering, University of Minnesota
Claudette Caparelli, Pre-Award Grants Coordinator, College of Science & Engineering, University of Minnesota

POLICY AND COMPLIANCE: SPONSOR AND GRANTEE PERSPECTIVES
This interactive session will provide an opportunity to discuss NIH policy development and grantee implementation challenges. This discussion will focus on the implementation process and how grantees ensure institutional compliance. Policy areas to consider may include single IRB, financial conflict of interest regulations, harmonization of agency and departmental policies, and reduction of administrative burden initiatives. We encourage attendees to share their own experiences and ask questions in order for everyone to engage in the discussion.

Diane Dean*, Director, Division of Grants Compliance and Oversight, National Institutes of Health
Denise M. Moody, Senior Director of Research Compliance, Harvard University

* Lead presenter
AGENDA  
Friday, March 10, 2017

11th Annual Pre-Award Research Administration Conference

10:15 – 11:30 am EDUCATION SESSIONS

Discussion Groups continued

Predicate Undergraduate Institutions

FOUNDATION AND GRANTS, TOGETHER 4EVER
Let’s talk about the successes and challenges of how the grants office and the foundation office work together to obtain funding for a PUI.

Tammy Freeman*, Grants Specialist, Truckee Meadows Community College
Julie Guggino, Director, Research & Sponsored Programs, Central Washington University

CURRENT STATUS OF THE DATA ACT: AN FDP PERSPECTIVE
The DATA Act (Digital Accountability and Transparency Act of 2014; PL 113-101) was signed into law in May 2014. The goal of this law is to strengthen the reporting requirements of federal agencies to ensure that federal spending data is transparent and accurately reflected in USAspending.gov. The law specified timeframes for activities including a pilot phase from May 2015 – May 2017 with an implementation of September 2017. The Federal Demonstration Partnership (FDP) has been working with the Office of Management and Budget (OMB) and Treasury during the pilot phase. This discussion session will help participants understand the current state of DATA Act implementation, pilot activities to date, and the future direction. Mark Sweet, Co-Chair of the FDP eRA Steering Committee will lead the discussion.

Mark A. Sweet*, Director of eRA, Research & Sponsored Programs, University of Wisconsin-Madison

Spark Sessions

10:15 – 10:35 am

TALES OF IMPROVING PROPOSAL AND AWARD FINANCIAL AND ADMINISTRATIVE SUPPORT TO GLOBAL PROJECTS INCLUDING MAKING THINGS GRAND

Twila Reighley*, Assistant Vice President of Research & Graduate Studies, Michigan State University

10:45 – 11:05 am

3 THINGS THAT RESEARCH ACCOUNTING WOULD LIKE PRE-AWARD TO KNOW

Angela Zeno*, Manager, Research Accounting, York University

11:15 – 11:30 am

INTERNATIONAL COLLABORATION WITH REAL LIFE EXPERIENCES

Nana M gim wa*, Directorate of Research and Publication, Muhimbili University of Health and Allied Sciences
Christine Chang, US Research Funding Grants Specialist, Karolinska Institutet

* Lead presenter
AGENDA
Friday, March 10, 2017
11th Annual Pre-Award Research Administration Conference

11:30 am – 1:00 pm  NETWORKING LUNCHEON

Concurrent Sessions

**ESTABLISHING AND OPERATING A COMPLIANCE OFFICE ON A SHOESTRING BUDGET**
In the current funding climate, allocation of financial resources to research compliance functions is often an afterthought. Given this limitation, those responsible for establishing and implementing an effective compliance program often take a risk-based approach, supplemented with a healthy dose of creativity. This session will provide concrete ideas for building a compliance program from the ground up that meets the needs of your institution, refining an existing compliance program that is operating on a reduced or otherwise limited budget, and determining how best to implement a program that capitalizes on low and no-cost solutions. Whether you lead a research compliance office or work in one (or are part of a decentralized system that supports one or many compliance functions), this session will provide useful tips and ideas to stretch a limited budget.

**MANAGING GRANT OPPORTUNITIES**
Today there are many ways for Pre-Award Research Grant Administrators to find grant opportunities and disseminating them to specific faculty members. But what are the best options for grant offices that serve only one small department, or serve an entire college or university? Do we need to know each faculty member’s research in order to find the right opportunities? How do we distribute grant opportunities that faculty will read? And how can we track deadlines and streamline reminder processes without wasting valuable time? The proposed concurrent session goes beyond identifying and learning how to use the most popular grant search engines and software tools. By focusing on the best practices of grant searching and dissemination, Research Administrators will learn effective ways to reduce the amount of time they spend searching and to streamline research tasks.

**LEARNING OBJECTIVES**
- Participants will learn to determine the essential elements of an effective research compliance program.
- Participants will learn to conduct a risk-based approach and gap analysis to determine your institution’s highest priorities.
- Participants will learn to leverage low or no-cost resources to implement a program tailored to your institution’s needs.

**PREREQUISITE:** None

Keri Godin*, Director, Office of Research Integrity, Brown University

**LEARNING OBJECTIVES**
- Participants will be able to determine the types of searching and dissemination strategies that work best for their institution.
- Participants will better understand the importance of tracking deadlines to organize future grant searches.
- Participants will be able to implement specific strategies to save time, increase efficiency, and reduce frustration.

**PREREQUISITE:** Participants should have some familiarity with disseminating grant opportunities to researchers.

Michelle Schoenecker*, Senior Proposal Development Manager, University of Wisconsin-Milwaukee

* Lead presenter
THE SINGLE IRB: IMPACT ON PRE-AWARD OPERATIONS
Implementation of the new NIH requirement on the Use of a Single IRB for Multi-Site Research raises a series of questions and issues that we have not previously confronted. This session will focus on the Pre-Award implications of the Single IRB, including who pays for what (and how, direct or indirect), timing of reviews, responsibilities of the participating and reviewing sites and other factors. Speakers from Emory University, The University of California, Davis and Washington University will discuss how their institutions’ are implementing the Policy, including decisions to use a commercial or their institution’s IRB for sIRB review and any changes made to policies, processes and IT infrastructure.

LEARNING OBJECTIVES
Participants will better understand the NIH Single IRB Policy and current guidance and the range of options for implementing them.

PREREQUISITE: Participants should have a basic understanding of the NIH Single IRB policy.

Lisa Nichols*, Director, Research and Regulatory Reform, Council on Governmental Relations (COGR)
Cindy Kiel, Executive Associate Vice Chancellor, Office of Research, University of California, Davis
Martha Jones, Executive Director, Human Research Protection Office, Washington University
Kerry Peluso, Associate Vice President for Research Administration, Emory University

This session may also be of interest to participants in the following area: Career Advancement/Development

SCIENCE DIPLOMACY
Science Diplomacy can be defined in many different ways. For the purpose of this workshop we see science diplomacy as the act of building bridges between countries to promote scientific cooperation. The benefits of science diplomacy are:

• to facilitate access to new collaborations;
• to open up ‘scientific markets’ abroad to researchers;
• to influence foreign scientific policies and programmes;
• to reduce bottlenecks and improve access to new funding possibilities.

Developments around Science Diplomacy also have direct influence on the work of research managers and administrators as they are increasingly asked to support the engagement abroad of their institutions. This session brings together the perspectives of different actors that engage in Science Diplomacy with the aim to explore how their different activities interlink with each other and what they mean for research collaborations, scientists and research managers. SwissCore will bring our point of view as liaison office abroad and confront it with other actors such as research funding organisations and universities. The question that we will address in the session are:

• How do the different actors work together and complement each other when engaging in Science Diplomacy? What is their role?
• Which benefits exist when pursuing science diplomacy (for the institutions, for researchers and for science)?
• From the point of view of research managers and administrators, how to best use the structures abroad to optimise the global engagement of your institution? How should those structures be set up? How to get support from the senior management in your institution and make this support sustainable?

LEARNING OBJECTIVES
Participants will gain insights on how different institutional actors engage in science diplomacy. The session will allow research managers and administrators to better understand the opportunities that those actors bring and how to best engage with them to support the realisation of the institutional strategy of their organization.

PREREQUISITE: None

Martin Müller*, Co-Head, Office for European Research, Innovation and Education, SwissCore Brüssel
Kathleen M. Larrett, Executive Director, National Council of University Research Administrators
Jennifer A. Ponting, Director, Pre-Award Services, Harvard University
Mary Kavanagh, Minister-Counselor, Research & Innovation, EU Delegation to the USA
AGENDA  
Friday, March 10, 2017  
11th Annual Pre-Award Research Administration Conference

Concurrent Sessions continued

1:00 – 2:15 pm  
EDUCATION SESSIONS

This session may also be of interest to participants in the following area: Departmental

FUNDING THE INTERSECTION OF HEALTH AND THE ENVIRONMENT

The quality of the environment clearly affects our health, and increasingly climate change complicates attempts to predict the effects of the environment on human morbidity and mortality. Public perception of how health and the environment are connected is a key driver of environmental policy and legislation worldwide. Experts from different disciplines need to work together to prevent, diminish, or adjust to the negative consequences of climate change. Those disciplines include public health, ecology, national security, business, land, energy and water resources, social welfare, food security, and agriculture, and many others. This session will discuss the challenges of funding this research, and provide examples where grants awarded by government and foundation sponsors are aimed at improving environmental conditions that positively affect health and health equity outcomes.

LEARNING OBJECTIVES

• Participants will become familiar with organizations whose funding priorities include health and environment.
• Participants will be exposed to several cases of successfully funded projects at the intersection of health and the environment.
• Participants will learn strategies for identifying funding opportunities that support health and environment research.

PREREQUISITE: Participants should have a role in identifying funding for projects that cross environment and health sciences.

Gai Doran*, Director of Research, School of Forestry and Environmental Studies, Yale University
Derick Jones, Program Manager, The Institute for Translational Genomics and Population Sciences G.A.M.E. (Genetic and Molecular Epidemiology Institute), Los Angeles Biomedical Research Institute

COURTING CORPORATE ENTITIES: DIFFERENT MODELS AND APPROACHES TO INDUSTRY ENGAGEMENT

Many institutions are now actively engaged in developing research sponsorship opportunities for their faculty. This session will offer attendees a discussion opportunity to learn what programs have been tried, what worked, what didn’t, and what might be done to improve existing programs. Discuss how translational research programs can be leveraged when engaging industry sponsors.

LEARNING OBJECTIVES

• Participants will learn about some of the programs universities have developed to improve sponsor outreach and develop their research programs.
• Participants will learn about holistic approaches to engaging industry by leveraging on-campus, community and internet resources.

PREREQUISITE: Participants should have experience in research development plus a familiarity with tech transfer, sponsored research activities or corporate relations activities.

Rob McClain*, Director, Research Enterprise Solutions Office, University of North Texas Health Science Center
Andrea Anderson, Director of Grant & Contract Management, University of North Texas Health Science Center

* Lead presenter
AGENDA  
Friday, March 10, 2017
11th Annual Pre-Award Research Administration Conference

1:00 – 2:15 pm  EDUCATION SESSIONS

Concurrent Sessions continued

Program Level: Intermediate  |  Systems/Metrics/Data

**USING METRICS FOR DECISION MAKING, STREAMLINING AND TRANSPARENCY**

As a Research Administrator, you face multiple challenges daily and need to focus on which ones are most critical. How do you assess your operations to provide maximum service? How do you assure that investigators have transparent access for their decision making? This session will provide examples of how one institution started dealing with their data to streamline operations, provide transparency and use quantitative analysis to focus on problem areas and work with the University community for better solutions. Come prepared for a little theory and some practical examples which may help you and your organization.

**LEARNING OBJECTIVES**

- Participants will gain an understanding of the value of data capture.
- Participants will learn how metrics can be used for critical decisions.
- Participants will discover how metrics an provide insight to University leadership for change management.

**PREREQUISITE:** Participants should have a broad knowledge of and several years in research administration including knowledge of regulatory and operational aspects of organizational structures.

**Barbara A. Cole**, Associate Vice President, Research Administration, University of Miami

**Alle Mora**, Director, Strategic Initiatives, Office of Research Administration, University of Miami

**Discussion Groups**

**Career Advancement/Development**

**JOB SHADOWING: A PLATFORM FOR COLLABORATION, TRAINING, AND COLLECTIVE UNDERSTANDING**

In this discussion group we will discuss both the advantages and challenges of job shadowing as an intra-institutional effort for training, collaboration, and professional growth. As the craft of Research Administration is almost always learned on the job, with very few formal educational opportunities, job shadowing and informal internal training are critical to the success of this profession. Job shadowing also provides an opportunity to collaborate and disseminate knowledge, skills, and information, creating a community of Research Administration within the institution and across others as well. This wonderful opportunity for community building is often challenged by the increasing complexity of both federal regulation and the science it supports, ballooning workloads, dwindling resources, and uncertain future of research funding. Yet, we are bound by the passion for what we do and we will continue to work together to support our researchers, in a collective pursuit to improve our world.

**Kelly Morrison**, Director, Office for Sponsored Research, Northwestern University

**Radostina Rogers**, Assistant Director for Research Administration and Finance, Computer Science and Electrical Engineering, John A. Paulson School of Engineering and Applied Sciences, Harvard University

**Learning Objectives**

- Participants will gain an understanding of the value of data capture.
- Participants will learn how metrics can be used for critical decisions.
- Participants will discover how metrics an provide insight to University leadership for change management.

**Program Level:** Intermediate  |  **Systems/Metrics/Data**

**MANAGING COMPLEX, MULTI-PROJECT GRANTS, PLUS PROJECT MANAGEMENT** (Follow-up to concurrent session held Thursday at 2:45 pm)

This session will discuss ways to manage complex, multi-project grants from preparation to submission to award and closeout. We will discuss how creating spreadsheets for various components of the process at the Pre-Award stage, will benefit the Post-Award process. Some of the topics discussed will include pre-application meetings, setting timelines, reviewing compliance, budget preparation, award distributions, among others.

**Cara Baczewski**, Research Administrator, Division of Oncology, Washington University in St. Louis

**Nancy A. Reidelberger**, Senior Research Administrator, Division of Oncology, Washington University in St. Louis

* Lead presenter
This session may also be of interest to participants in the following areas: Compliance, Departmental

**MEETING THE CHALLENGES OF INTERNATIONAL SUBAWARDS (follow-up to concurrent session “Understanding the U.S. Sub-Award Process” held Friday at 10:15 am)**

Are you responsible for planning, issuing, or monitoring international sub-awards? If so, then you know they have the potential for interesting twists and turns. From proposal to sub-award drafting, monitoring and management, this discussion group will draw on examples and experiences working with collaborators around the world. We will delve into topics ranging from communication strategies to risk assessment. This discussion is intended to dovetail with the concurrent session, “Understanding the U.S. Sub-Award Process,” so feel free to bring up questions or concerns raised by that session as well as other questions and lessons learned about international sub-awards.

Janet B. Simons*, Director, Research Policy, University of Maryland, Baltimore
Jill Frankenfield, Associate Director, Office of Research Administration, University of Maryland, College Park

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* Lead presenter
Discussion Groups continued

Medical/Clinical

This session may also be of interest to participants in the following area: Departmental

MANAGING INSTITUTIONAL INTEGRATION
We will discuss and describe the strategy and process for Children’s Hospital – Oakland Research Institute integration with the University of California, San Francisco. Both organizations mobilized staff leaders within functional areas, compared practices and drafted plans to migrate CHORI into UCSF. We will discuss the many issues and opportunities faced to date, and the collaborative and creative approach by which we are addressing them.

David Lynch*, Vice President, Research Operations, UCSF Benioff Children’s Hospital Oakland Research Institute
Brian Smith, Associate Vice Chancellor for Research, University of California, San Francisco

* Lead presenter
AGENDA
Friday, March 10, 2017
11th Annual Pre-Award Research Administration Conference

Spark Sessions

1:00 – 2:15 pm  EDUCATION SESSIONS

1:00 – 1:20 pm
WHAT IN THE WORLD IS THAT RESEARCH ADMINISTRATOR SAYING: HOW TO COMMUNICATE CLEARLY AND CONCISELY
Anne Albinak*, Assistant Director of Finance, Whiting School of Engineering, Johns Hopkins University

1:30 – 1:50 pm
THE PRESENTER’S TOOLBOX: USING THE RIGHT TOOLS TO BUILD A GREAT PRESENTATION
Michael McGough*, Grants Coordinator, College of Family and Consumer Services, University of Georgia

2:00 – 2:15 pm
JOB STRESS AND THE RESEARCH ADMINISTRATOR
Lori Benjamin*, Senior Grant Administrator, Wellman Center for Photomedicine, Massachusetts General Hospital

2:15 – 2:45 pm  NETWORKING AND REFRESHMENT BREAK

Concurrent Sessions

2:45 – 3:45 pm  EDUCATION SESSIONS

Program Level: Intermediate  |  Career Advancement/Development

TROUBLESHOOTING CROSSED WIRES: COMMUNICATION STRATEGIES TO BORROW FROM PR EXPERTS AND DIPLOMATS
Communication skills: everyone knows you need them, but how often do we actually teach them? What really makes a “good communicator,” anyway? This session will take communication beyond the buzzword, by discussing best practices and the actual research that backs them. Using concepts pulled from diplomats and PR experts, we will discuss:
- Core principles of mindful communication and cultural intelligence.
- The role of culture in communication within increasingly global research universities.
- How to evaluate priorities to ensure your message or request isn’t lost in translation.
- Communication “hacks” that participants will be able to implement immediately.
We will begin with concepts, tools, and best practices and move on to a discussion of the roadblocks we all face, and what to do about them. While our focus will be on Research Administration, the principles and skills are applicable to all professional (and personal) situations.
Good communication supports trust, efficiency, and performance, and will make the life of any Research Administrator much easier.

LEARNING OBJECTIVES
- Participants will learn the principles of mindful communication (and why they work.)
- Participants will examine how cultural differences can impact communication, and how cultural intelligence addresses this.
- Participants will discuss common roadblocks to effective communication and how to troubleshoot them.
- Participants will learn specific language choices and visual cues that will bring clarity to their communications – immediately.

PREREQUISITE:
Participants should have experience working with a wide range of customers and coworkers; familiarity with common communication advice will also be useful.

Danielle Daley*, Research Advancement Administrator, Ira A. Fulton School of Engineering, Arizona State University
Anne Albinak, Assistant Director of Finance, Whiting School of Engineering, Johns Hopkins University
Haregewoin Sabe, Research Advancement Specialist, Ira A. Fulton School of Engineering, Arizona State University
Hilah Zia, Senior Grants and Finance Administrator, Children’s National Medical Center

* Lead presenter
This session may also be of interest to participants in the following areas: Career Advancement/Development, Departmental

**RECORD RETENTION: SPRING CLEANING (WHAT TO KEEP FOR HOW LONG AND WHAT TO DITCH)**

This session will discuss:

- Record retention policies and procedures.
- Best practices on effectively managing records and ensuring retention and disposal of required documentation in accordance with established policies at different organizations.
- Issues associated with implementing records retention policies at departmental & central offices.

**LEARNING OBJECTIVES**

- Participants will consider issues in structuring department services.
- Participants will focus on gaining acceptance from the central office.
- Participants will learn how to achieve faculty participation.
- Participants will discuss onboarding and training department staff.
- Participants will learn to build communication between offices.
- Participants will learn how to create a supportive and knowledgeable environment.
- Participants will discuss fostering acceptance of change as an opportunity for improvement.

**PREREQUISITE:** Participants should have experience in managing a central, department or college office.

**Elena Glatman**, Director, Sponsored Projects Administration, University of Massachusetts Dartmouth

**Patricia McNulty**, Principal Consultant, Concurrent Research

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This session may also be of interest to participants in the following areas: Career Advancement/Development, Compliance

**A BLUEPRINT FOR SUCCESS: BUILDING A RESEARCH SERVICES OFFICE**

Creating a new or reorganized Office of Research Services may seem like an overwhelming task. The word “change” strikes fear in many, especially when it consists of redefining roles and responsibilities, and it is even more challenging when new positions are introduced. In addition, a collaborative relationship between the department and central administration is essential to success in offering strong research administrative services. Expanding services and providing a welcoming atmosphere is vital to creating a healthy and stimulating office where researchers feel supported every step of the way. The University of North Texas Health Science Center at Fort Worth (School of Public Health) and Arizona State University (Mary Lou Fulton Teachers College) will discuss how they each transformed their office from a one-person operation into a team with overlapping yet distinct roles.

**LEARNING OBJECTIVES**

- Participants will be able to identify the key criteria for efficiently managing record management in Research Administration at the department and central offices.
- Participants will learn how other Universities address record retention.
- Participants will discuss how your departments and central offices manage these issues.
- Participants will acquire a variety of approaches to deal with record retention.

**PREREQUISITE:** Participants should have basic experience with record management.

**Robyn B. Remotigue**, Assistant Director, School of Public Health, University of North Texas Health Science Center at Fort Worth

**LeAnn Forsberg**, Assistant Vice President for Research Administration, University of North Texas Health Science Center at Fort Worth

**Sarah A. Polasky**, Senior Director of Research in Advancement, Mary Lou Fulton Teachers College, Arizona State University

**Howard Bergman**, Director of Research Advancement, Arizona State University

**Bernadette Pabillare**, Research Advancement Administrator, Mary Lou Fulton Teachers College, Arizona State University

**Martha Cocchiarella**, Manager of Research Advancement & Clinical Associate Professor, Mary Lou Fulton Teachers College, Arizona State University

**Meda Saber**, Administrative Assistant, Mary Lou Fulton Teachers College, Arizona State University

**JulieAnna Carsen**, Grant Writing Resource Specialist, Mary Lou Fulton Teachers College, Arizona State University
Pre- and Post-Award Management of Networks and Program Project Grants

This session will cover topics such as the preparation of the proposal, rules and regulations that impact both the proposal and the award, financial tasks, working with partner institutions, challenges, lessons, and successes.

Learning Objectives:
Participants will learn active management of large federal projects, including Program Project Grants and Cooperative Agreements in the biomedical sciences.

Prerequisite:
Participants should have previous grant proposal preparation experience, previous research administration experience, overview/basic understanding of Pre/Post-Award responsibilities as they will be discussed in our presentation.

Christine VanDyke*, Contracts & Grants Officer, Gynecologic Oncology, University of California, San Francisco
Sara Thompson, Research Program Coordinator, Ob/Gyn, University of California, San Francisco

Horizon 2020: Quick and Easy – What You Have to Know and Why You Should Bother

Horizon 2020, the EU Framework Program for Research and Innovation is open to the world. Researchers and Research Institutions can participate in Horizon 2020 calls and projects. In some cases they get direct funding from the European Commission. This session will give an overview about funding opportunities for non EU-Participants with special focus on the Fellowship Program Marie Skłodowska Curie as well as the European Research Council. Administrative, legal and financial issues will be tackled. This session aims to strengthen the participants understanding of the program in order to manage and promote it in their respective institution.

Learning Objectives:
• Participants will hear an overview about funding possibilities within Horizon 2020.
• Participants will focus on the Fellowship Program Marie Skłodowska Curie as well as the European Research Council.

Agatha Keller*, Co-Director EU Grants Access, ETH Zurich, University of Zurich
Anna-Karin Consoli, EU/US Financial Manager, Karolinska Institutet
Mary Kavanagh, Minister-Counselor, Research & Innovation, EU Delegation to the USA

Singing the PUI Compliance Risk Assessment Blues

Do you sing about compliance risk? Is it that same old song that even you are tired of hearing, a haunting melody in the middle of the night that only you hear, or selections from a Wagnerian epic opera? Which verses are you comfortable with and which still give you stage fright? In PUI’s, we know that while all compliance requirements that come with Federal awards apply to all recipients, there are ones of lesser concern. How do we assess and choose which are important and related to our current activities? How do we prepare for new awards that require an expanded repertoire or issues that rise from unanticipated improvisations? Proactive risk assessment! This session will explore some strategies and techniques to identify, assess and respond to compliance risks and will include a few interactive choral exercises to help us improve how we sing our songs.

Learning Objectives:
Participants will learn strategies and techniques for identifying compliance requirements, assessing the level of risk for their institution, and determining appropriate responses.

Prerequisite:
None

Martin B. Williams*, Director, Office of Sponsored Programs, William Paterson University
AGENDA  Friday, March 10, 2017
11th Annual Pre-Award Research Administration Conference

2:45 – 3:45 pm  EDUCATION SESSIONS

EDUCATION SESSIONS

Career Advancement/Development

THE HISTORY AND ART OF RESEARCH ADMINISTRATION: A JOB, A CAREER OR A PROFESSION
How has the profession of Research Administration evolved from a job to a career and to now, a nationally recognized profession? This discussion will explore the history of Research Administration and embellish on the “art” of the recently recognized profession.

Denise J. Clark*, Associate Vice President for Administration and Chief of Staff, Division of Research, University of Maryland, College Park
Richard P. Seligman, Associate Vice President for Research Administration, California Institute of Technology

This session may also be of interest to participants in the following area: Career Advancement/Development

SCIENCE DIPLOMACY (Follow-up to concurrent session held Friday at 1:00 pm)
The session builds upon the previous session on Science Diplomacy and allows participants to discuss in small groups concretely about what it means for their organisations. All presenters in the previous session will take part in the group work and lead the discussions.

Martin Müller*, Co-Head, Office for European Research, Innovation and Education, SwissCore Brüssel
Kathleen M. Larmett, Executive Director, National Council of University Research Administrators
Jennifer A. Ponting, Director, Pre-Award Services, Harvard University
Jesse Szeto, Director, NCURA Global National Council of University Research Administrators

Discussion Groups

Program Level: Basic | Systems/Metrics/Data

USING DATA AND DATA VISUALIZATION TO DEVELOP A CULTURE OF ENTHUSIASM
Changing a culture around how data is viewed can be hard. How do you go from a culture of spreadsheets and pivot tables and analysis to one where data is accessible and you don’t need to be an expert to understand it? How do you get people comfortable with the transparency that data can provide? See how one institution has used data visualization to make informed decisions about its operations with a mere glance of visualized data around real-time work-in-progress, how workload assignments are managed through historical look backs at completed transactions and how the organization tells its story through visualization. Learn how one institution’s Pre-Award team routinely considers the data elements captured in their day-to-day transactions and how they have placed a focus on real-time, visualized data and turned their reality in to a team of enthusiastic users of data to make informed decisions.

LEARNING OBJECTIVES
Participants will understand the power of seeing data and how to develop a culture of enthusiasm in your team.

PREREQUISITE: None

John Markley*, Assistant Director for Organizational Insights, Office of Sponsored Research, Stanford University

Discussion Groups continued

LEARNING OBJECTIVES
Participants will understand the power of seeing data and how to develop a culture of enthusiasm in your team.

PREREQUISITE: None

John Markley*, Assistant Director for Organizational Insights, Office of Sponsored Research, Stanford University

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* Lead presenter
This session may also be of interest to participants in the following areas: Compliance, Departmental

**CLINICAL TRIALS: REVENUE VERSUS BUDGET: HOW MUCH DETAIL, PLANNING AND RESIDUALS ARE NEEDED?**
Generally, clinical trial sponsors are concerned with the total cost of conducting a trial rather than the classification of costs. Consequently, the structure of most clinical trial budgets differs from that of grant proposal budgets. Sponsors may provide templates separated into up front costs, per patient costs, and items to be invoiced on an ‘as-needed’ basis. In order to achieve success, you must be able to structure a realistic clinical trial budget based on the costs of conducting the trial and make decisions based on accurate forecasting. This discussion group will offer guidance on budget planning and clinical trial revenue to help participants find the right balance needed to successfully prepare for clinical trials.

* Jane Sierra*, Manager, Medical School, Grant Review and Analysis, University of Michigan-Ann Arbor

**FOSTERING A SAFE WORK ENVIRONMENT**
No matter the role we play at our institutions, whether an executive-level or administrative staff level, everyone should work together to create and maintain a safe work environment. This session will address areas of consideration for institutions that ensure faculty, staff, and students have a safe work environment, whether involved in hiring decisions, diversity and inclusion awareness, laboratories, animal facilities, biosafety, occupational health, mitigating activist threats, misconduct, Title IX, or other. This interactive session encourages attendees to share their own experiences and ask questions in order for everyone to engage in the discussion.

* Denise M. Moody*, Senior Director of Research Compliance, Harvard University

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**Sparks Sessions**

**MEDITATION FOR STRATEGIC THINKING**

* Tara E. Bishop*, Deputy Chief Executive, National Council of University Research Administrators

**DO’S AND DON’TS WHEN WORKING WITH FACULTY AND FUNDING ORGANIZATIONS**

* Radostina Rogers*, Assistant Director for Research Administration and Finance, Computer Science and Electrical Engineering, John A. Paulson School of Engineering and Applied Sciences, Harvard University
# EDUCA TION SESSIONS

## 11th Annual Pre-Award Research Administration Conference

### CAREER ADVANCEMENT/DEVELOPMENT

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<tr>
<th>Thursday, March 9, 2017</th>
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<tr>
<td><strong>CONCURRENT SESSIONS</strong></td>
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<tr>
<td>10:15 – 11:30 am</td>
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<td>1:00 – 2:15 pm</td>
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<td><strong>DISCUSSION GROUPS</strong></td>
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## COMPLIANCE

### Thursday, March 9, 2017

**CONCURRENT SESSIONS**

<table>
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<tr>
<th>Time</th>
<th>Session Title</th>
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<tbody>
<tr>
<td>10:15 – 11:30 am</td>
<td>Research Compliance 101</td>
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<tr>
<td>2:45 – 3:45 pm</td>
<td>The Final Rule: Implemented or Not – Perspectives on How the IRB Will Change Research Oversight</td>
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<tr>
<td>4:00 – 5:00 pm</td>
<td>10 Things to Ensure a Smooth Proposal Review</td>
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**DISCUSSION GROUPS**

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<tr>
<td>10:15 – 11:30 am</td>
<td>Conflict of Interest for the Pre-Award Administrator</td>
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<tr>
<td>1:00 – 2:15 pm</td>
<td>Research Compliance 101 (Follow-up to concurrent session held at 10:15 am)</td>
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<td>Yes, This Affects You Too! Export Controls for the Non-export Control Officer</td>
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<tr>
<td>2:45 – 3:45 pm</td>
<td>Proactive Proposal Review</td>
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<tr>
<td>4:00 – 5:00 pm</td>
<td>Single IRB Review: Reliance Agreements</td>
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### Friday, March 10, 2017

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<tr>
<td>8:15 – 9:45 am</td>
<td>The Changed World of IT Security Requirements for Universities</td>
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<tr>
<td>10:15 – 11:30 am</td>
<td>Visitors on Campus: Collaborations and Concerns</td>
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<tr>
<td>1:00 – 2:15 pm</td>
<td>Establishing and Operating a Compliance Office on a Shoestring Budget</td>
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<td>2:45 – 3:45 pm</td>
<td>Record Retention: Spring Cleaning (What to Keep, for How Long and What to Ditch)</td>
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CONCURRENT SESSIONS

Thursday, March 9, 2017

10:15 – 11:30 am  Enhancing Grantsmanship Training Through Departmental Partnerships
1:00 – 2:15 pm  Putting the ‘Me’ in Team Today for a Better Collaboration Tomorrow
2:45 – 3:45 pm  Managing Complex, Multi-project Grants, Plus Project Management
4:00 – 5:00 pm  Faculty Development: Navigating Early-Career Programs

DISCUSSION GROUPS

1:00 – 2:15 pm  Departmental and Central Pre-Award Offices: Working Together

Friday, March 10, 2017

CONCURRENT SESSIONS

8:15 – 9:45 am  Subawards 360
1:00 – 2:15 pm  Managing Grant Opportunities
2:45 – 3:45 pm  A Blueprint for Success: Building a Research Services Office

DISCUSSION GROUPS

10:15 – 11:30 am  Pre-Award Staff Who Telecommute
1:00 – 2:15 pm  Managing Complex, Multi-project Grants, Plus Project Management (follow-up to concurrent session held Thursday at 2:45 pm)
## FEDERAL

### CONCURRENT SESSIONS

**Thursday, March 9, 2017**

<table>
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<tr>
<th>Time</th>
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<tr>
<td>10:15 – 11:30 am</td>
<td>SBIR and STTR: Big Ideas for Small Businesses and Universities</td>
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<tr>
<td>1:00 – 2:15 pm</td>
<td>NIH Update</td>
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<td>2:45 – 3:45 pm</td>
<td>Federal Research Policy Update</td>
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<td>2:45 – 3:45 pm</td>
<td>NIH Notice of Award Forensics: What Does It All Mean</td>
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### DISCUSSION GROUPS

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<tbody>
<tr>
<td>4:00 – 5:00 pm</td>
<td>The Uniform Guidance After Two Years: Where Are We?</td>
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**Friday, March 10, 2017**

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<td>8:15 – 9:45 am</td>
<td>OMB Update</td>
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<td>The Single IRB: Impact on Pre-Award Operations</td>
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<td>Pre-and Post-Award Management of Networks and Program Project Grants</td>
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<td>8:15 – 9:45 am</td>
<td>Off-campus Indirect Cost Rates: Impact on the Grantee's Direct Costs</td>
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<tr>
<td>10:15 – 11:30 am</td>
<td>Policy and Compliance: Sponsor and Grantee Perspectives</td>
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## INTERNATIONAL

### Thursday, March 9, 2017

#### CONCURRENT SESSIONS
- **10:15 – 11:30 am** Strategies for Developing, Implementing and Managing Successful Global Collaborations
- **1:00 – 2:15 pm** Cross Cultural Communication: Think 'And', Not 'But'
- **2:45 – 3:45 pm** How to Structure Your Grants Office in Order to Make Your Researchers Attractive for External Funding
- **4:00 – 5:00 pm** Research Administrator Exchange: Tips on How to Work Abroad

#### DISCUSSION GROUPS
- **4:00 – 5:00 pm** Funding Landscape for Global Research

### Friday, March 10, 2017

#### CONCURRENT SESSIONS
- **10:15 – 11:30 am** Understanding the U.S. Sub-Award Process
- **1:00 – 2:15 pm** Science Diplomacy
- **2:45 – 3:45 pm** Horizon 2020: Quick and Easy – What You Have to Know and Why You Should Bother

#### DISCUSSION GROUPS
- **8:15 – 9:45 am** Project BILAT USA 4.0 – What Is It and How Does It Facilitate US-EU Collaboration
- **1:00 – 2:15 pm** Meeting the Challenges of International Subawards (follow-up to concurrent session “Understanding the U.S. Sub-Award Process” held Friday at 10:15 am)
- **2:45 – 3:45 pm** Science Diplomacy (follow-up to concurrent session held at 1:00 pm)
EDUCATION SESSIONS By Track
11th Annual Pre-Award Research Administration Conference

MEDICAL/CLINICAL

Thursday, March 9, 2017

CONCURRENT SESSIONS
10:15 – 11:30 am  Industry Sponsored Agreements: Do You Really Know What You Think You Know?
1:00 – 2:15 pm  How to Develop a Training Program at your Medical Campus
2:45 – 3:45 pm  Keep Calm and Build a Clinical Trial Budget
4:00 – 5:00 pm  Patient-Centered Outcomes Research Institute – What & Who We Fund

Friday, March 10, 2017

CONCURRENT SESSIONS
8:15 – 9:45 am  Switching Sides: Surviving the Transition Either from a Predominantly Medical/Clinical Workplace to a Predominantly Non-Medical Academic Environment or the Reverse
10:15 – 11:30 am  The Puzzling Aspect of Bringing Multiple Institutions Together
1:00 – 2:15 pm  Funding the Intersection of Health and the Environment

DISCUSSION GROUPS
8:15 – 9:45 am  Patient-Centered Outcomes Research Institute: Who We Are & How to Apply
1:00 – 2:15 pm  Managing Institutional Integration
2:45 – 3:45 pm  Clinical Trials: Revenue Versus Budget: How Much Detail, Planning and Residuals are Needed?
### Thursday, March 9, 2017

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<tr>
<td>1:00 – 2:15 pm</td>
<td>Building a Collaborative Pre-Award Team Between the College and Central Administration</td>
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<tr>
<td>2:45 – 3:45 pm</td>
<td>Ensuring Project Success at a PUI: Continuity and Consistency from Pre-Award through Post-Award</td>
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<tr>
<td>4:00 – 5:00 pm</td>
<td>Above and Beyond: Doing it All</td>
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<td>10:15 – 11:30 am</td>
<td>Office Associates as Research Administrators: Education and Assistance</td>
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<td>2:45 – 3:45 pm</td>
<td>Challenging Traditional Ways: Lifting the Administrative Burden of the Research Administrator</td>
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<tr>
<td>4:00 – 5:00 pm</td>
<td>Leading Change at the PUI</td>
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<td>Building a Responsible Conduct of Research Training Program at PUIs</td>
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<tr>
<td>10:15 – 11:30 am</td>
<td>Crowd Funding: Not a Spectator Sport</td>
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<tr>
<td>2:45 – 3:45 pm</td>
<td>Singing the PUI Compliance Risk Assessment Blues</td>
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**DISCUSSION GROUPS**

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<tbody>
<tr>
<td>10:15 – 11:30 am</td>
<td>Foundation and Grants, Together 4ever</td>
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### SENIOR/EXECUTIVE LEVEL

**DISCUSSION GROUPS**

<table>
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<th>Time</th>
<th>Topic</th>
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<tbody>
<tr>
<td>10:15 – 11:30 am</td>
<td>Decision Support: Metrics to Support Effective Data-based Decision-making</td>
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<tr>
<td>1:00 – 2:15 pm</td>
<td>Developing a First-Rate Senior Management Team</td>
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<tr>
<td>8:15 – 9:45 am</td>
<td>Working with Your State and Federal Legislators to Support Research</td>
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<tr>
<td>10:15 – 11:30 am</td>
<td>Reducing Administrative Burden: Using the COGR Checklist to Streamline Operations</td>
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<tr>
<td>1:00 – 2:15 pm</td>
<td>Courting Corporate Entities: Different Models and Approaches to Industry Engagement</td>
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**DISCUSSION GROUPS**

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<tbody>
<tr>
<td>2:45 – 3:45 pm</td>
<td>Fostering a Safe Work Environment</td>
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### SYSTEMS/METRICS/DATA

**CONCURRENT SESSIONS**

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<tr>
<th>Time</th>
<th>Topic</th>
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<tbody>
<tr>
<td>1:00 – 2:15 pm</td>
<td>Online Research Administration Systems - How They Can Help Us Be More Effective!</td>
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<tr>
<td>4:00 – 5:00 pm</td>
<td>Leveraging Systems to Measure the Proposal Review Process</td>
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**DISCUSSION GROUPS**

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<tbody>
<tr>
<td>10:15 – 11:30 am</td>
<td>Preparing for the Bonfire: Creating a Paperless Office</td>
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<tr>
<td>2:45 – 3:45 pm</td>
<td>Managing to the Metrics: The People Factor</td>
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<tr>
<th>Time</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00 – 2:15 pm</td>
<td>Using Metrics for Decision Making, Streamlining and Transparency</td>
</tr>
<tr>
<td>2:45 – 3:45 pm</td>
<td>Using Data and Data Visualization to Develop a Culture of Enthusiasm</td>
</tr>
</tbody>
</table>

**DISCUSSION GROUPS**

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:15 – 11:30 am</td>
<td>Current Status of the DATA Act: An FDP Perspective</td>
</tr>
</tbody>
</table>
NCURA is offering a certificate program during the PRA Conference, March 8-10, 2017. Registrants for the conference can pick one track to earn a certificate in. You cannot earn multiple certificates during one conference. There are 8 time slots during the conference. Participants must attend 5 sessions in their certificate area, and the other 3 sessions are considered electives and can be in any track.

STEPS TO PARTICIPATE:

- Register for the conference. *There is no additional fee to request a certificate.*
- Identify your focus track. Session lists and times and worksheets to track your certificate are available at:
  Print your session list before attending the conference to help you plan and to track your progress.
- Attend one eligible concurrent session or discussion group during each of the 8 time slots. At least 5 of the 8 sessions must be in your focus track. For the remaining 3 time slots, you can choose from your focus track, or from another area of interest. You will record your sessions and submit online. The URL will be included on the worksheet you will use to keep track of your sessions on site at the conference.
- Complete and submit your certificate request online by March 31. Requested certificates will be issued in mid-April.

THE FOLLOWING FOCUS TRACKS ARE AVAILABLE FOR PRA 2017:

- ✔ Career Advancement/Development
- ✔ Compliance
- ✔ Departmental
- ✔ International
- ✔ Medical/Clinical