9th Annual Meeting for Pre-Award Research Administrators

GUIDING PRA

From Theory to Practice

March 2 – 4, 2015 | Orlando, FL

Final Program
as of February 25, 2015
Dear Colleagues,

We are glad that you are joining us for the 9th Annual Meeting for Pre-Award Research Administrators “Guiding Pre-Award Research Administration: From Theory to Practice.” This meeting is a culmination of the hard work of many individuals including the program committee, NCURA staff, presenters and volunteers. On behalf of all these individuals, we want to thank you for taking the time to attend!

The journey from theory to practice draws upon a pre-award research administrator’s every skill – including knowledge of your subject, critical thinking, effective communication to consensus building, policy development, and the delivery of training materials. Often overlooked in this journey, however, is the important role that creativity plays. The best research administrators understand the requirements that serve as their starting point (e.g., the proposal guidelines) and unerringly focus on the desired end point (e.g., a funded proposal), but their path is never predetermined. Through the application of creative thinking, alternatives are entertained, some are discarded and others are pursued. And in the end, the final result is (we hope) the best result. That is, more research funding for our PI’s!
It is our sincere hope, as this meeting unfolds, that workshop and concurrent session presenters will expose you to new ways of looking at common problems in pre-award research administration – the theoretical – and new approaches to solving them – the practical. We challenge you to use your creative faculties to imagine how these new and different ways of doing the work of research administration might be applied at your own institution. Each one of these “nuggets” represents a lesson learned by one of your colleagues and, if seized, an opportunity for you to grow either personally or professionally. So write them down. Take them back home. And give them a try. Each “take away” from this conference represents an expression of your creative energy and an opportunity to engage more deeply in your work. Who could ask for more?

So we welcome you to the 9th PRA Conference and to beautiful Lake Buena Vista, Florida, home to the majestic Walt Disney World Swan and Dolphin Resort. As you reflect on each day’s sessions, take some time to enjoy all the amenities and “magical moments” that can be experienced at a Walt Disney World Resort. Who knows, there may even be a Mickey Mouse sighting, but no worries – an IACUC protocol will not be required when posing for pictures!

Yours in supporting research... together!

Craig Reynolds  
University of Michigan-Ann Arbor  

Anthony Ventimiglia  
Auburn 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. Field of study available is Specialized Knowledge and Applications (5).

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

MAXIMUM CREDITS AVAILABLE:
- 11 CPEs: Conference Only
- 15 CPEs: Conference + ½ Day Workshop
- 19 CPEs: Conference + Full Day Workshop

Please Note: All Continuing Professional Education Credits (CPEs) will be issued by April 15th, 2015.

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 and refund, please contact our office at 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.learningmarket.org.

CEU Information for All Participants

NCURA will be offering CEUs for the PRA Conference and 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 + ½ Day Workshop
- 19 Hours of Education: 1.9 CEUs: Conference + Full Day Workshop

Please note: All Continuing Education Units (CEUs) will automatically be sent to all registrants of the conference by April 15, 2015.

Session Definitions

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.

PRE-CONFERENCE WORKSHOPS (WS) 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 (SF) 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 encourage discussion and active participation by attendees.

* Please note – The Pre-Conference Workshops and the Senior Forums are the only sessions taking place on March 2. There is an additional fee for Pre-Conference Workshops and Senior Forums.

SPARK SESSIONS: These 15 – 20 minutes, high energy, high deliverable offerings will get right to the “good stuff,” and you will be able to check out multiple topics in each time slot.

Overview of Session Program Levels/Key

A ADVANCED level sessions assume mastery of the subject and the sessions focus on in-depth knowledge or a broader range of topics. Sessions focus on mastering more difficult and complex scenarios.

B BASIC level sessions assume some fundamental research administration knowledge.

I INTERMEDIATE level sessions assume basic knowledge and the sessions introduce and develop topics that exceed basic knowledge. Sessions focus on building competency.

O OVERVIEW level sessions will provide a general review of a subject area from a broader perspective.

U UPDATE level sessions will provide a general review of new developments.
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**Free Workshop: Learning about Horizon 2020: The Opportunities and Hands-On Knowledge**

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8:30 AM – 5:00 PM
Full Day Pre-Conference Workshops

Workshop 1: Pre-Award Basics
Workshop 2: Department Administrator’s Boot Camp

8:30 AM – 12:00 PM
Morning Half Day Pre-Conference Workshops and Senior Level Forums

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Workshop 4: Uniform Guidance: What’s New, What’s Not and What Do You Have To Do About It?
Workshop 5: The Three I’s (IRB, IACUC, IBC)
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Workshop 7: Federal Contracting Issues
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Senior Level Forum 9: Beyond Uniform Guidance: Other Issues We Need to be Concerned About

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Workshop 11: Effective Presentations
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Senior Level Forum 16: Current Trends in Pre-Award Research Administration: Strategies for Managing Today’s Challenges

THERE IS NO CHARGE FOR THIS WORKSHOP.

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Workshop 1: Pre-Award Basics

**Program Level: Basic**

As research administrators, we play a key supportive role in assisting principal investigators to navigate their research projects through the various phases in the sponsored projects lifecycle. The pre-award phase of the lifecycle encompasses the development, institutional review and submission of proposals to external sponsors, as well as the negotiation and acceptance of sponsored research awards. Within the landscape of the pre-award phase, research administrators are consistently challenged with ever-changing rules and regulations related to a myriad of topics, including proposal submission, conflict of interest, use of animals in research, and export controls, just to name a few. In this workshop, we will delve into the general regulations governing sponsored research and apply them in the context of case studies. We will also explore many of the key pre-award processes, as well as examine key compliance areas that affect sponsored research during the pre-award phase of the sponsored projects lifecycle.

**Learning Objectives:** After completing this workshop, participants will be able to:
- articulate the various stages and activities associated with the pre-award phase of the sponsored projects lifecycle.
- communicate, interpret and apply the general regulations applicable to sponsored research in the context of the pre-award phase.
- identify the various elements of a proposal and describe their purpose and importance.
- discuss the key compliance areas that impact the pre-award phase.

**Faculty:** Bruce Morgan*, Assistant Vice Chancellor for Research Administration, University of California, Irvine
Toni Shaklee, Assistant Vice President for Research, Oklahoma State University

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Workshop 2: Department Administrator's Boot Camp

**Program Level: Basic**

Pre-Award Research Administration seems to be learn-as-you-go and always in a very short timeframe, 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. Participants will be encouraged to describe what is effective and share tools and solutions that work.

**Learning Objectives:** After completing this workshop, participants will:
- be able to identify key areas of responsibility, with knowledge of underlying federal regulations and impacting work.
- navigate funding opportunities, proposal packages, budgeting rules, and sponsor and institutional policies.
- gain strategies, understanding, and tools for managing pre-award activities at the departmental level.
- gain a broad understanding of compliance from the perspective of the departmental administrator.

**Faculty:** Heather Offhaus*, Director, Medical School Grant Review & Analysis, University of Michigan-Ann Arbor
Csilla Csaplár, Department Manager, Geophysics, Stanford University
Jill Tinch, Executive Director of Strategic Initiatives, Office of Research Administration, University of Miami

* Lead Presenter
Workshop 3: The Dos and Don'ts When Working With Faculty and Funding Organizations

PROGRAM LEVEL: INTERMEDIATE

This workshop will provide a unique opportunity for participants to learn and examine the best practices for supporting investigators and facilitating the research and education mission of their institutions. Practical examples will demonstrate approaches that ensure compliance with new and evolving rules and unfunded mandates governing the proper oversight of sponsored research activities. Successful strategies to help investigators identify, secure and later manage research funding will be presented. Guidance and advice for interacting with funding organization Program and Grants Management representatives will also be provided. Striking a balance between ensuring the proper stewardship of third party research funding while supporting the success of our investigators requires research administrators to go the extra yard; this session will help you succeed in getting there.

Learning Objectives: After completing this workshop, participants will learn:
- effective communication strategies for faculty, sponsors, and colleagues.
- methods to become an advocate and ally to faculty and avoid being seen as an adversary.
- how to develop a toolbox and working knowledge of best practices for dealing with the many counterparts we engage with as research administrators.

Prerequisite: Participants should have a basic knowledge of grants administration, familiarity with major sponsor organizations, and an interest in becoming a more facilitative research administrator.

Faculty: Anthony Beckman*, Research Administrator, University of Rochester
Walter L. Goldschm idt, Executive Director, Office of Sponsored Programs, Cold Spring Harbor Laboratory/Watson School of Biology

Workshop 4: Uniform Guidance: What's New, What's Not and What Do You Have To Do About It?

PROGRAM LEVEL: UPDATE

The Uniform Guidance has caused great concern for all research administrators. While most of the rules remain the same, the ones that have changed are causing all of us to rethink our business practices. This session will review the layout of the UG, describe the changes from the OMB Circulars, and review the COFAR-issued Frequently Asked Questions. The presenters will discuss their experiences in interpreting the changes and how they are impacting their campuses.

Learning Objectives: Participants will gain an understanding of the Uniform Guidance, its layout and how it compares to the OMB Circulars, and the importance of the FAQ issued by the COFAR.

Prerequisite: Participants must have an understanding of the current OMB Circulars and their impact on institutional policy.

Faculty: Timothy E. Reuter*, Director Post-Award, Stanford University
Rebecca Hunsaker, Assistant Director of Research Administration, University of Maryland, College Park
Ann Holmes, Assistant Dean, College of Behavioral & Social Sciences, University of Maryland, College Park

Workshop 5: The Three I’s (IRB, IACUC, IBC)

PROGRAM LEVEL: BASIC

Research institutions are obligated by law to uphold numerous standards for the ethical conduct of research. This session will provide an introduction to three critical parts of the research compliance landscape: the care and use of animals, the protection of human subjects’ rights and welfare, and the safe use of recombinant DNA.

Learning Objectives: Participants will learn about requirements for the care and use of laboratory animals, for human subject protection and for the use of DNA.

Faculty: Tracy Arwood*, Assistant Vice President for Research Compliance, Clemson University
Workshop 6: The Alphabet Soup of NIH Training and Career Development Awards

**PROGRAM LEVEL: OVERVIEW**

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." Ruth L. Kirschstein National Research Service Awards (Kirschstein-NRSA) training grants and fellowships are awarded to support pre-doctoral and post-doctoral 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 agendas. Institutional Kirschstein-NRSA (T awards) are awarded to domestic institutions that have the facilities and qualified faculty to provide research training programs in several scientific specialties. Individual Kirschstein-NRSA Fellowships (F awards) are awarded to individuals enrolled in doctoral degree training as well as to promising post-doctoral individuals with the potential to become productive, independent investigators in scientific health-related research fields. Career Development Awards (K awards) are awarded to provide support and "protected time" for an intensive, supervised career development experience leading to research independence. The successful attainment of any one of these NIH training/career development awards is honorable, and 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, the online interface where authorized users electronically process the required paperwork associated with Kirschstein-NRSA training grants and Fellowships. This workshop is brought to you by the letters F, K, T and X!

**Learning Objectives:** Participants will learn:
- the importance of the specialized information included in an Institutional NRSA proposal and where within their institution such information may be acquired.
- how to assist pre-doctoral and post-doctoral trainees with the preparation of their NRSA fellowship proposals.
- the post-award administrative requirements for NIH NRSA and K awards.
- how to discuss the nuances of K awards with faculty.
- the basic appointment and termination functions of the X-Train System.

**Faculty:**
- **Glenda Bullock**, *Director of Research and Business Administration*, Department of Medicine, Washington University in St. Louis
- **Brenda Kavanaugh**, *Associate Director, Office of Research and Project Administration*, University of Rochester

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Workshop 7: Federal Contracting Issues

**PROGRAM LEVEL: ADVANCED**

This workshop will take participants deeper into the intricacies of federal contracting to examine issues that come into play after the contract has been executed by the institution. Topics covered will include: applicability of the Uniform Guidance to contracts; overlooked reporting and prior approval requirements; dealing with stop-work and termination; issues associated with being a federal subcontractor; and contract disputes and privity. Participants will also delve into a number of timely issues, including the revised "super" clauses on property and patent rights.

**Learning Objectives:** Participants will learn:
- when the Uniform Guidance will apply to federal contracts.
- to identify various types of reporting and prior approval requirements.
- to describe a contractor’s rights and obligations in the event of stop-work or early termination.
- to explain a contractor’s rights and obligations during a contract dispute.

**Prerequisite:** A solid understanding of the FAR and of federal contracting principles is necessary in order to achieve the full benefits of participation in this workshop.

**Faculty:**
- **David Mayo**, *Director of Sponsored Research*, California Institute of Technology
Senior Level Forum 8: Metrics: You Want What by When? Grant Success Rates, Research Performance Metrics, Forecasting

**PROGRAM LEVEL: ADVANCED**

This forum will provide senior research administrators and data managers an opportunity to discuss institutional approaches to metrics and reporting. Among topics discussed will be monitoring grant success rates, forecasting research expenditures, metrics used for proficiency of pre-award operations, use of research performance metrics tools/visualization packages and staffing for data requests. Demos will be provided by representatives from a public and private university. Attendees will be contacted prior to the meeting and will be asked whether they wish to demonstrate any helpful reports, metrics or tools. We hope you will join us for what will be an insightful and interactive forum!

**Learning Objectives:** Participants will learn how other institutions are developing and using reporting tools and metrics and discuss the pros and cons of various methods of institutional reporting and metrics.

**Prerequisite:** This forum is intended for senior level research administrators in managerial positions.

**Faculty:**
- Govind Narasimhan*, Director of Research Finance, University of Texas M.D. Anderson Cancer Center
- Catherine E. Breen, Senior Director, Sponsored Programs Administration, Harvard University

Senior Level Forum 9: Beyond Uniform Guidance: Other Issues We Need to be Concerned About

**PROGRAM LEVEL: ADVANCED**

Implementing the Uniform Guidance will take center stage for the next few months or years for research administration offices. This Senior Forum will address some of the other looming concerns that will also require our attention and resources. Studies from The National Science Board and Federal Demonstration Partnership on administrative burdens cite institutional practices as a contributor to the problem. How are we going to address these concerns? The Digital Accountability and Transparency Act (DATA Act) may bring new 'ARRA-like' reporting requirements, and the ongoing concerns for dual use research will continue to pose challenges to our already time and resource strapped operations.

**Learning Objectives:** Participants will learn about other issues facing research administrators in the coming year and how to address these issues.

**Prerequisite:** This forum is intended for senior level research administrators in managerial positions.

**Faculty:**
- Susan W. Sedwick*, Consultant, Attain, LLC
- Doug Backman, Director, Office of Compliance, University of Central Florida

Workshop 10: Subaward and Subrecipient Monitoring: The Basics and Beyond

**PROGRAM LEVEL: BASIC**

This workshop will explore the full cycle of subawards and subrecipient monitoring, a complex, shared responsibility that begins at the time of proposal development and extends throughout the life of the subaward. The workshop will focus on sharing tips, strategies and practical guidance, and is designed to introduce the topic to newcomers, as well as provide comprehensive tools to more experienced research administrators. Through discussions, case studies and exercises, participants will work through implementation strategies, in areas of pre-award risk analysis, as well as post-award monitoring.

**Learning Objectives:**
- Participants will learn to recognize subaward characteristics and understand subrecipient monitoring responsibilities.
- Participants will also acquire strategies for addressing day-to-day monitoring issues as well as central monitoring responsibilities.

**Faculty:**
- Antoinette Lawson*, Director, Office of Research Administration, University of Maryland College Park
- Aimee Howell, Manager, Contract & Grant Accounting, University of Maryland, Baltimore County
- Mary Schmiedel, Associate Dean for Research Administration & Director, Office of Sponsored Programs, Georgetown University
Workshop 11: Effective Presentations

**PROGRAM LEVEL: OVERVIEW**

Do participants in your presentations often text or check their email? Do they get fidgety or "rest their eyes?" This workshop is designed to help you avoid these scenarios by giving you tools to develop presentations that are engaging, content-rich, and geared to adult audiences. Research administrators possess a cadre of knowledge, skills, and abilities. Yet these skills may be different than those necessary to serve effectively as NCURA discussion leaders, panelists, or workshop faculty. Integrating adult learning theory and techniques into presentations can make the difference between attendees surfing the web on their smart phones or being fully engaged. Additionally, this workshop will offer tips on how to build a collaborative presentation with others, while clarifying the types of NCURA presentations and the varying roles and duties involved.

**Learning Objectives:** Participants will learn presentation and training techniques tailored to adult learning and tidbits for presenting in various NCURA venues.

**Faculty:** Jeffrey Ritchie*, Director of Sponsored Programs, Lewis University
Tricia Callahan, Director, Proposal Development, Miami University
Mary Louise Healy, Associate Director, Research Administration, Krieger School of Arts and Sciences, Johns Hopkins University

Workshop 12: Do You Really Know What You Think You Know: Understanding Pre-Award Requirements

**PROGRAM LEVEL: OVERVIEW**

Often as research administrators, we pride ourselves on having a specific knowledge and skill-set that is required to execute the responsibilities of our day-to-day jobs. However, due to funding agencies regularly changing their requirements related to pre-award, it is of paramount importance for pre-award administrators to not become too complacent in what they may currently know as their day-to-day obligations. As a result, it is important for pre-award research administrators to understand and adhere to the requirements and follow the correct policies and procedures of a sponsor. This workshop will review what to look for in funding announcements, developing a comprehensive budget, and provide an in-depth overview of administrative details that may sometimes be overlooked.

**Learning Objectives:** Participants will learn to:
- identify opportunities for improving the overall review of an investigator's research proposal.
- detect common pitfalls and offer examples how funding decisions could be delayed due to administrative proposal issues.
- recognize ways to pro-actively provide guidance to investigator's when developing certain aspects of his/her proposal.

**Faculty:** Timothy Schailey*, Director, Sponsored Programs, Christiana Care Health System
Anne Albinaik, Senior Administrative Manager, Johns Hopkins University
Erin Bailey, Associate Director, Primary Care Research Institute, University at Buffalo
Tolise Miles, Senior Grants & Contracts Specialist, Grants and Contracts Administration and Finance, Children's National Medical Center

Workshop 13: Basics of Contract Drafting and Negotiation

**PROGRAM LEVEL: BASIC**

What does all of that legalese mean? How can I best approach review and negotiation of a "thick" contract? What sections of a contract should I focus on? This workshop will introduce participants to the basics of contract review, drafting and negotiations with an emphasis on contracts with non-profit and for-profit sponsors. The workshop will use a combination of lecture, examples, and interactive exercises to review the meaning and context of common legal terms and provide techniques to spot troublesome clauses and redraft them. The workshop will also discuss how to communicate positions persuasively and effectively during negotiations to achieve desired outcomes and build successful relationships.

**Learning Objectives:** Participants will learn:
- the contract mechanisms used for research funded by nonprofit and for profit entities.
- common legal terms and techniques to spot troublesome clauses.
- best practices for drafting and redrafting contract clauses to meet the needs of the parties.
- to communicate positions effectively and persuasively during difficult contract negotiations.

**Faculty:** Nancy Lewis*, Director, Sponsored Projects, University of California, Irvine
Tam K. Tran, Assistant Director for Sponsored Projects, University of California-Irvine
Heather M. Kubinec, Principal Contract & Grant Officer, University of California-Irvine

* Lead Presenter
**Workshop 14: OMB Uniform Guidance: Same – But Different**

**PROGRAM LEVEL: BASIC**

How will the consolidation of the OMB Circulars into government-wide Uniform Guidance affect award administration at colleges and universities? Will the "super-circular" end up being "super-confusing"? When it comes to the administering federal assistance awards, some things will change, but much will stay the same. This workshop will outline the uniform guidance and how it applies to day-to-day award administration. Designed for the newcomer as well as the seasoned research administrator unfamiliar with the consolidated circular, this overview will examine the guidance with an emphasis on the "super-important" basics. Come prepared to learn the ins and outs of this complexity of administrative rules and how the individual federal agencies have incorporated the guidance into their own administrative requirements.

**Learning Objectives:**
- Participants will gain an understanding of the OMB uniform guidance on federal financial assistance awards.
- Participants will also learn how the agencies have implemented the new federal guidance and how to apply this guidance in award administration.

**Faculty:**
- Gunta Liders*, Associate Vice President for Research Administration, University of Rochester
- Jane Youngers, Assistant Vice President For Research Administration, The University of Texas Health Science Center at San Antonio

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**Senior Level Forum 15: Pre-Award and Audits: What to Know and What to Do**

**PROGRAM LEVEL: ADVANCED**

Audits are a common occurrence. While the focus of their attention has thought to be on post-award and financial activities, that's not always the case. Increasingly, auditors are spending more time on reviewing internal controls, proposal and budget documentation, grant management systems, and other areas of pre-award responsibilities. This forum will look at audits from a pre-award perspective, share what to expect and how to approach the audit, and hear your ideas on working within your office and institution to ensure that the audit process runs smoothly with positive outcomes.

**Learning Objectives:** Participants will learn:
- audit processes and how to effectively manage audits at their institution.
- gain insight in developing processes and the documentation that will meet sponsor requirements
- learn how to build an effective project team and project plan.

**Prerequisite:** Participants should be senior administrators with experience and responsibility for decision making and policy implementation.

**Faculty:**
- Robert Andresen*, Director of Research Financial Services, Associate Director, Research and Sponsored Programs, University of Wisconsin-Madison
- Stephanie Gray, Director, Division of Sponsored Research, University of Florida

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**Senior Level Forum 16: Current Trends in Pre-Award Research Administration: Strategies for Managing Today's Challenges**

**PROGRAM LEVEL: ADVANCED**

Peer Reviewers from NCURA’s Peer Review Program will discuss some of the common trends they are seeing in pre-award research administration. They will discuss some of the recommendations that have been made in these areas and will also highlight some of the best practices they have identified.

**Learning Objectives:**
- organizational structure.
- training and education.
- strategies for working with researchers.
- improving business process efficiency.

**Prerequisite:** Participants should have experience managing pre-award research administration teams.

**Faculty:**
- Kerry Peluso*, Associate Vice President for Research Administration, Emory University
- Peggy S. Lowry, Program Director, NCURA Peer Programs, National Council of University Research Administrators
- David Mayo, Director of Sponsored Research, California Institute of Technology
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B Helpful Tips for Getting the Proposal out the Door  | **TUESDAY, MARCH 3 | 2:45 – 3:45 PM**
U NSF Proposal Preparation: The Good, the Bad, and the Ugly  | **TUESDAY, MARCH 3 | 1:00 – 2:15 PM**
B How to Read an RFP  |
| **WEDNESDAY, MARCH 4 | 8:15 – 9:45 AM**
A Compliance Crisis: What Do You Do When Something has Already Gone Wrong?  | **WEDNESDAY, MARCH 4 | 8:15 – 9:45 AM**
U The Perils and Pitfalls of Startup Relationships  | **TUESDAY, MARCH 3 | 10:15 – 11:30 AM**
B Budgeting Fundamentals  |
| **WEDNESDAY, MARCH 4 | 10:15 – 11:30 AM**
A Re-Thinking Research Administration: A New Model Merging Departmental and Office of Sponsored Research Functions  | **WEDNESDAY, MARCH 4 | 10:15 – 11:30 AM**
U National Studies of Administrative Burden  | **TUESDAY, MARCH 3 | 1:00 – 2:15 PM**
O Choosing the Right Faculty Development for Your Institution  |
| **WEDNESDAY, MARCH 4 | 1:00 – 2:15 PM**
O Subrecipient Risk Assessment and Monitoring in the Age of the Uniform Guidance  | **WEDNESDAY, MARCH 4 | 1:00 – 2:15 PM**
B The Basics of Proposal Development, from a Grant Writer’s Perspective  |
| **WEDNESDAY, MARCH 4 | 2:45 – 3:45 PM**
B Can I Charged that to a Grant? Building an Audit-Proof Proposal Budget  | **WEDNESDAY, MARCH 4 | 2:45 – 3:45 PM**
O European Fund for Strategic Investments (EFSI)  |

**A – Advanced; B – Basic; I – Intermediate; O – Overview; U – Update**

Guiding PRA – From Theory to Practice • www.ncura.edu 13
AGENDA
Concurrent Sessions by Primary Track

HUMAN CAPITAL
TUESDAY, MARCH 3 | 10:15 – 11:30 AM
☐ Professionalization of the Sponsored Programs Office

TUESDAY, MARCH 3 | 1:00 – 2:15 PM
☐ Shared Services: Implementing the Coordinated Research Administration Model

☐ 7 Agreements of Brainstorming (Brainstorming Secrets of a Theme Park Designer)

TUESDAY, MARCH 3 | 2:45 – 3:45 PM
☐ Yes You Are Right! Now, How Are You Going to Solve the Problem?

TUESDAY, MARCH 3 | 4:00 – 5:00 PM
☐ Practical Leadership in Research Administration: Applying the 5 Practices of Exemplary Leadership

WEDNESDAY, MARCH 4 | 8:15 – 9:45 AM
☐ Change Management: Surviving and Thriving

WEDNESDAY, MARCH 4 | 10:15 – 11:30 AM
☐ You're in Charge of Yourself: Self-Guided Professional Development

WEDNESDAY, MARCH 4 | 2:45 – 3:45 PM
☐ When Cultures Collide: Understanding Research Administration in the Context of Your Institution's Culture

☐ Serving our Internal Customers: Configuring Pre-Award to Reduce Faculty Burden

MEDICAL
TUESDAY, MARCH 3 | 10:15 – 11:30 AM
A Managing Clinical and Basic Science Faculty: Providing Support to Their Mission

TUESDAY, MARCH 3 | 1:00 – 2:15 PM
A How to Prepare and Plan Large Interdisciplinary Centers and Program Grants

TUESDAY, MARCH 3 | 2:45 – 3:45 PM
B PCORI (Patient-Centered Outcomes Research Institute): Overview of Application Process

TUESDAY, MARCH 3 | 4:00 – 5:00 PM
A Models for Supporting Quality Assurance and Quality Improvement in Clinical and Translational Research

WEDNESDAY, MARCH 4 | 8:15 – 9:45 AM
B Budgeting for Clinical and Translational Research: What Everyone Needs to Know

WEDNESDAY, MARCH 4 | 10:15 – 11:30 AM
I Billing Compliance in Clinical Research

WEDNESDAY, MARCH 4 | 1:00 – 2:15 PM
A Working Smarter: How Can Technology Support Clinical/Translational Research?

WEDNESDAY, MARCH 4 | 2:45 – 3:45 PM
I To Consult or Not? What Should be Considered When Contracting for Consulting Support in Medical Research?

PREDOMINANTLY UNDERGRADUATE INSTITUTIONS
TUESDAY, MARCH 3 | 10:15 – 11:30 AM
☐ Effective Roles for Deans and Faculty in Promoting Research and Sponsored Programs

☐ Transforming the Research Enterprise with Reporting

TUESDAY, MARCH 3 | 1:00 – 2:15 PM
☐ What Can We Learn from 10 Examples of Inept, Inappropriate, Inadequate, and/or Inefficient Research Administration Practices

TUESDAY, MARCH 3 | 2:45 – 3:45 PM
☐ LinkedIn as a Proposal and Professional Development Tool

TUESDAY, MARCH 3 | 4:00 – 5:00 PM
☐ Adding Meaning to Your Priorities and Outcomes through Benchmarking

WEDNESDAY, MARCH 4 | 8:15 – 9:45 AM
☐ Collaboration or Combobulation: From a RA and Faculty Perspective

WEDNESDAY, MARCH 4 | 10:15 – 11:30 AM
☐ Writing Ain't Easy: Supporting Faculty in Writing Effective Proposals

WEDNESDAY, MARCH 4 | 1:00 – 2:15 PM
☐ Sponsored Programs Management in the Cloud for PUIs

WEDNESDAY, MARCH 4 | 2:45 – 3:45 PM
☐ Through the Looking Glass: Faculty Work Lives and the Pursuit of External Support at PUIs

A – Advanced; B – Basic; I – Intermediate; O – Overview; U – Update
### COMPLIANCE
**Tuesday, March 3 | 10:15 – 11:30 am**
Allowability of Costs: Managing Compliance with Cost Standards

**Tuesday, March 3 | 2:45 – 3:45 pm**
Conflict of Interest in the Cloud

**Wednesday, March 4 | 8:15 – 9:45 am**
Subawards and Subcontracts: We’re All in the Same Boat...Let’s Keep Our Subs Afloat!

**Wednesday, March 4 | 2:45 – 3:45 pm**
Follow up to Concurrent Session, “Compliance Crisis: What Do You Do When Something has Already Gone Wrong?”, held Wednesday 8:15 – 9:45 am: Compliance Crisis: “When ‘IT’ Hits the Fan!”

### DEPARTMENTAL
**Tuesday, March 3 | 10:15 – 11:30 am**
Exceptions to the Rule: When Do You Help PIs Circumvent the System?

**Tuesday, March 3 | 2:45 – 3:45 pm**

**Wednesday, March 4 | 10:15 – 11:30 am**
Faculty Onboarding: An RA Perspective

**Wednesday, March 4 | 2:45 – 3:45 pm**
Your Call Cannot Be Completed as Dialed: When the Department and Central Administration are Not Communicating

Follow up to Concurrent Session, “Can I Charge that to a Grant? Building an Audit Proof Proposal Budget”, held Wednesday 1:00 – 2:15 pm: Can I Charge that to a Grant?

### FEDERAL
**Tuesday, March 3 | 4:00 – 5:00 pm**
Best Practices for Avoiding NIH Common Errors

### FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT
**Tuesday, March 3 | 10:35 – 11:30 am**
Crowd Funding

**Tuesday, March 3 | 1:00 – 2:15 pm**
Large Collaborative Proposal Development and Contract Negotiations

**Tuesday, March 3 | 4:00 – 5:00 pm**
The Creative and Research Activities Development and Enrichment Program for Faculty Development

**Wednesday, March 4 | 10:15 – 11:30 am**
Funding Opportunity Searches and Distribution

### HUMAN CAPITAL
**Tuesday, March 3 | 1:00 – 2:15 pm**
Career Transitioning: Using your Network in Making a Successful Career Change

**Tuesday, March 3 | 4:00 – 5:00 pm**
New Manager: From Peer to Promoted

**Wednesday, March 4 | 1:00 – 2:15 pm**
Continuous Improvement Process (CIP) and Models of Professional Development: A Conversation About What Works and How to Improve

Hiring the Best People

### MEDICAL
**Tuesday, March 3 | 2:45 – 3:45 pm**
Preparing for Success: Institutional Models for Supporting Faculty Conducting Clinical and Translational Research

**Wednesday, March 4 | 8:15 – 9:45 am**
Industry vs Federal Research: Things to Consider

**Wednesday, March 4 | 1:00 – 2:15 pm**
Clinical Trials: The Research Service Center Perspective

### MEDICAL
**Tuesday, March 3 | 10:35 – 11:30 am**
From Book Proposal to Grant Proposal: Breaking Through to Faculty in the Humanities

**Wednesday, March 4 | 8:15 – 9:45 am**
Research Development Strategies for PUIs

**Wednesday, March 4 | 10:15 – 11:30 am**
Impact of the Uniform Guidance on Proposal Development and Submission

* Lead Presenter
**SUNDAY**  March 1

4:00 – 6:00 PM  
PRA Concierge  
Participant Materials Pick-up

**MONDAY**  March 2

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)

NOON – 1:30 PM  
Workshop Luncheon for Full Day Session Participants, Faculty and Evaluators

5:10 PM – 5:30 PM  
Welcome First Time Attendees!  
Is this your first PRA or NCURA meeting? Please join the PRA Co-chairs to learn about some tips and hints to make the most of your meeting. We look forward to personally welcoming you to PRA 2015!

Craig Reynolds, PRA Co-Chair, Associate Director, Office of Research and Sponsored Projects, University of Michigan-Ann Arbor  
Anthony Ventimiglia, PRA Co-Chair, Associate Director, Office of Sponsored Programs, Auburn University

5:30 – 6:15 PM  
Networking Wine and Cheese Reception and Appy Hour!  
While you are enjoying the networking reception, you can also choose to get acquainted with NCURA on Twitter, YouTube and Collaborate at the NCURA Social Media “Appy Hour with How-To-Doers”. Join NCURA for quick social media tutorials and attend How to Tweet sessions!

Join your fellow research administrators in spreading the wealth of knowledge by Tweeting what you learn. Make sure you tweet your experience at the Welcome reception at #NCURAPRA9 #NCURAAppyHour
TUESDAY  March 3

6:15 AM  
NCURA Fun Run
Maps will be provided for the participants for the walk/run that departs the hotel at 6:30 am and returns around 7:15 am so that there is plenty of time for participants to get ready before the day’s first session.

7:30 AM – 5:00 PM  
PRA Concierge
Participant Materials Pick-up
Exhibits Open
NCURA Social Media Lounge
The NCURA Social Media Lounge offers a relaxed environment where attendees can unwind for a minute, while receiving the latest information about all NCURA social and professional platforms. Swing by the Lounge to recharge and meet peers who are a part of your social and professional network and build valuable relationships. #NCURAAappyHour #CollaborateNCURA

7:30 – 8:15 AM  
Continental Breakfast
Breakfast Roundtables
HEAR US RAOR (RESEARCH ADMINISTRATION OUTREACH FORUM)
Theresa Sears*, Assistant Director of Sponsored Programs, Contracts, University of Tennessee, Knoxville
Amber Hardie, Sponsored Programs Administrator, University of Tennessee, Knoxville

GRANT SCHOOL: FACULTY AS STUDENTS
Jeanie Neal*, Director, Grants & Sponsored Programs, University of Indianapolis

8:15 – 9:45 AM  
KEYNOTE ADDRESS
“Recapturing Your Creative Spirit”
C. McNair Wilson, Former Disney Imagineer
Are there only a select few “creative” people in the world and everyone else is merely a spectator? Or, is everyone born with a creative spirit? If we all begin life behaving creatively, what happened? Why do so few people feel they can enlist their own creativity on command? Time to reset our “factory-installed” creative spirit! It begins by discovering four key characteristics, habits that we all share with the most actively creative people in history. C. McNair Wilson employs his four decades of theatrical experience, storytelling, and case studies from decades of working with NASA and IBM engineers, Apple computer designers, educators, medical professionals, accountants, and more. His consulting from Madrid to Minneapolis to Modesto has proven its applicability across the professional landscape. We kick off our time together in the heart of Walt Disney World with this entertaining and inspiring keynote from an actual (former) Disney Imagineer and three-time TED presenter. Wilson was on the concept and design teams for projects you can literally see from your hotel room!
9:45 – 10:15 AM  Networking and Refreshment Break

10:15 – 11:30 AM  Concurrent Sessions, Discussion Groups, Spark Sessions

### CONCURRENT SESSIONS

#### COMPLIANCE

**ISN'T THAT SOMEONE ELSE'S JOB? THE PRE-AWARD ADMINISTRATOR'S ROLE IN REGULATORY AND POST-AWARD COMPLIANCE**

Ever wonder what your compliance and post-award staff does? Looking to expand your knowledge base into the other areas involved in sponsored program administration? Then this is the session for you! We will discuss basic regulatory compliance duties and post-award activities, look at some of the current 'hot topics', and discuss ways in which the fiscal and non-fiscal sides of research administration can collaborate to improve the entire process.

**Learning Objectives:**
- Participants will gain exposure to a wide range of non-fiscal compliance and post-award issues.
- Participants will develop a basic understanding of the underlying regulations on conflict of interest and export control.
- Participants will develop a basic understanding of the areas post-award administrators are concerned about when negotiating agreements.
- Participants will develop a basic understanding of the methods and techniques used to assess risk.
- Participants will recognize the pre-award administrator's role in non-fiscal compliance and post-award activities.

*Jennifer May*, Director, Research Compliance Services, University of Missouri Columbia  
*Melissa Old*, Post-Award Lead, Office of Sponsored Programs, Senior Accountant, University of Missouri Columbia

#### DEPARTMENTAL

**UNDERSTANDING PROBLEMATIC LEGAL GRANTS AND CONTRACTS: LANGUAGE FOR THE DEPARTMENTAL RESEARCH ADMINISTRATOR**

This session will address some of the legal grants and contracts terms a research administrator frequently faces such as IP clauses, non-disclosure/confidentiality provisions, publications/publicity rights, time is of the essence clauses, time and material and some problematic FAR clauses.

**Learning Objectives:**
- Participants will understand common problematic legal terms and language that a departmental administrator periodically encounters.
- Participants will identify and make sense of some acceptable vs. unacceptable legal language when reviewing grants and contract proposals.
- Research Administrators will develop a lawyer's approach when reviewing grants and contracts proposals.

**Prerequisite:** Participants should come with a basic knowledge of legal grants and contracts.

*Geraldine Pierre*, Grants & Contracts Manager, Boston University Medical Center  
*Lori Benjamin*, Senior Grant Administrator, Massachusetts General Hospital
Fundamental of Understanding of the Budgeting Process: Create an Effective Budget

Learning Objectives:
- Participants will outline the major factors in an effective budget.
- Participants will be provide detail on the budget components most heavily reviewed by sponsors.

Erin Bhagvat*, Research Administrator, University of South Florida College of Medicine
Matthew Anderson, Director, University of South Florida College of Medicine

Human Capital

Professionalization of the Sponsored Programs Office

Learning Objectives:
- Participants will recognize the need that organizational structures must sometimes evolve to flourish.
- Participants will consider the criteria that could be used for a career ladder program and how CRA credentialing can be used for that purpose.
- Participants will understand the importance of professional development in the strength of a research administration unit.

Susan W. Sedwick*, Consultant, Attain, LLC
Courtney Swaney, Assistant Director, Office of Sponsored Projects, University of Texas at Austin

NIH UPDATE

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

KNOWLEDGE-BUILDING SESSIONS (CONTINUED)

FEDERAL

Compliance, Departmental, Funding Opportunities/Proposal Development, Financial, Medical, PUI

NIH UPDATE

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- Participants will recognize the need that organizational structures must sometimes evolve to flourish.
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- Participants will understand the importance of professional development in the strength of a research administration unit.

Susan W. Sedwick*, Consultant, Attain, LLC
Courtney Swaney, Assistant Director, Office of Sponsored Projects, University of Texas at Austin

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

Departmental, Medical, PUI

BUDGETING FUNDAMENTALS

Are you new to pre-award, or do you feel overwhelmed when a PI contacts you for help developing a budget? Then let us help you not only understand the fundamentals of creating an effective budget for both federal and private grants, but also give you tips and tricks for creating time-saving templates. We will discuss effort and the considerations needed to account for the NIH salary cap, the benefits of a detailed travel budget, and calculating the correct F&A base. Additionally, translating the budget to the budget justification will be discussed.
**AGENDA**

**PROGRAM LEVEL AND SUPPLEMENTAL TRACK KEYS**

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<th>Compliance</th>
<th>Departmental</th>
<th>Federal</th>
<th>Funding Opportunities</th>
<th>Human Capital</th>
<th>International</th>
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**10:15 – 11:30 AM | Concurrent Sessions, Discussion Groups, Spark Sessions**

**CONCURRENT SESSIONS (CONTINUED)**

**MEDICAL**

- **A** Departmental
- **I** Funding Opportunities/Proposal Development

**MANAGING CLINICAL AND BASIC SCIENCE FACULTY: PROVIDING SUPPORT TO THEIR MISSION**

Clinical research is a myriad process of testing medications, devices, diagnostic products and treatment regimens intended for human use for efficacy and safety, with the ultimate end result being the prevention, diagnosis, or treatment of a disease process and its related symptom management. Conversely, but just as critical, basic science or scientific research endeavors to explain phenomena using precise experimental design to test a hypothesis in an effort to build a theory, which can then be applied and tested in a clinical setting. At the confluence of the two is translational science, a relatively new paradigm of multidisciplinary collaboration, which aims to reinterpret how basic science can be applied to the clinical setting. Although clinical researchers and basic scientists do not always agree or view the world in the same manner, their end objective is the same – to promote human health and well-being.

**Learning Objectives:** This session will examine the ways in which basic science and clinical research differ and how research administrators can manage the disparate needs and expectations of these faculty in an effort to build multi-disciplinary inquiry across units, enhance the proposal development process, and promote research productivity.

**Prerequisite:** This session is intended for experienced administrators in the medical field.

**Mary Schmiedel**, Associate Dean for Research Administration & Director, Office of Sponsored Programs, Georgetown University

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**PREDOMINANTLY UNDERGRADUATE INSTITUTION**

- **A** Departmental
- **I** Human Capital

**EFFECTIVE ROLES FOR DEANS AND FACULTY IN PROMOTING RESEARCH AND SPONSORED PROGRAMS**

Leadership of deans and faculty in the promotion of research and sponsored programs is essential to increasing interest on campus and, without a doubt, boosts the morale of administrators. This session will focus on leadership strategies and best practices for research administrators, including case studies.

**Learning Objectives:**
- Presenters will share various models of assistance and leadership that they have found effective at their institutions.
- Presenters will discuss rumors about successes at other campuses.
- The ideal participant will arrive with probing questions and examples of their own to share.

**Cindy White**, Consultant, University Research Administration

**Gus A. Benson**, Director, Division of Sponsored Programs, Eastern Kentucky University

**John Carfora**, Associate Provost, Research Advancement and Compliance, Loyola Marymount University

**Kris A. Monahan**, Director of Sponsored Research and Programs, Providence College

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**PREDOMINANTLY UNDERGRADUATE INSTITUTION**

- **O** Federal

**TRANSFORMING THE RESEARCH ENTERPRISE WITH REPORTING**

Are you having trouble knowing exactly how many awards are currently active? What disclosures are expiring? What IDC costs might be generated by proposals? Proposal success percentages? How many protocols the IRB has worked with? The types of reports needed vary by user: institutions, sponsored programs and compliance central office staff, department administrators, and PIs. What if you could choose the fields needed for any report and save those reports for future use or sharing? There is such a tool. Come learn about open source software that just might increase the options available to you.

**Learning Objectives:**
- Participants will leave with a basic understanding of what ‘open source’ means.
- Participants will learn what kinds of reporting options are available.
- Participants will leave with what kinds of information seems useful – but might not be.

**Diane Barrett**, Senior Consultant, Navigant Management Partners

**Deborah Shaver**, Director, Research Services & Sponsored Programs, Georgia Southern University

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20 The 9th Annual Meeting for Pre-Award Research Administrators • March 2 – 4, 2015 • Orlando, FL * Lead Presenter
DISCUSSION GROUPS

COMPLIANCE
- Departmental
- Federal
- Funding Opportunities/Proposal Development
- Medical
- PUI
ALLOWABILITY OF COSTS – MANAGING COMPLIANCE WITH COST STANDARDS
Every day we are asked the question: “Can I charge this to my grant?” and every day we answer: “It depends.” How do we keep track of those expenses that we said are OK to direct charge and how do we catch those questionable expenses that try to sneak through? Join this discussion to share your questions and ideas on how to identify those expenses that raise red flags with the sponsor and the auditor. Learn strategies on how to budget, monitor, and document expenses.

DEPARTMENTAL
- Compliance
- Human Capital
- Medical
- PUI
EXCEPTIONS TO THE RULE: WHEN DO YOU HELP PI’S CIRCUMVENT THE SYSTEM?
As research administrators, we are all here to help our faculty follow the rules, abide by the guidelines, obey the system. But as departmental and college-level administrators we are also here to act as facilitators and advocates for our faculty, and sometimes it seems that means helping them circumvent the system. When do you work with your faculty to blur the lines? What circumstances influence you to advocate for exceptions? We would like to hear about your experiences and talk through these common situations which aren’t often discussed.

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT
- Departmental
- Medical
- PUI
CROWD FUNDING
Crowdfunding is an alternative funding source that several Institutions are using, or thinking about using, to fund a variety of research projects. Unlike traditional funding sources, Crowdfunding capitalizes on the use of social media and communication. What are the risks? What are the benefits? Is this the next big thing or just a passing fad? Join us to discuss the ins and outs of Crowdfunding and share best practices from other Institutions.

Robert Andresen*, Director of Research Financial Services, Associate Director, Research and Sponsored Programs, University of Wisconsin-Madison

Christina Deitz*, Grant Development Administrator, Maxwell School of Syracuse University
Kathleen Keough, Assistant Director, College Research Center, Syracuse University

Lisa Mosley*, Executive Director, Research Operations, Arizona State University
**AGENDA**

**PROGRAM LEVEL AND SUPPLEMENTAL TRACK KEYS**

A – Advanced; B – Basic; I – Intermediate; O – Overview; U – Update

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<td>10:15 – 11:30 AM</td>
<td>Concurrent Sessions, Discussion Groups, Spark Sessions</td>
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<tr>
<td>10:15 – 10:35 AM</td>
<td>HUMAN CAPITAL</td>
<td>Noah Congelliere*, Training &amp; Development Specialist, University of Southern California</td>
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<td>PREPARING FOR THE BONFIRE</td>
<td>Jeri Muniz*, Executive Director, Department of Contracts &amp; Grants, University of Southern California</td>
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<td>10:45 – 11:05 AM</td>
<td>FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT</td>
<td>Tricia Callahan*, Director, Proposal Development, Miami University</td>
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<td>11:15 – 11:30 AM</td>
<td>HUMAN CAPITAL</td>
<td>Toni Shaklee*, Assistant Vice President for Research, Oklahoma State University</td>
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<td>THE WRITE STUFF: WRITING FOR THE NCURA MAGAZINE</td>
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**SPARK SESSIONS**

10:30 AM – 1:00 PM | Lunch

1:00 – 2:15 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

**CONCURRENT SESSIONS**

**COMPLIANCE**

A – Federal; M – Medical; P – PUI

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<td>CONCURRENT SESSIONS</td>
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<td>WHO, WHAT, AND WHY OH WHY... AN IN-DEPTH LOOK AT RESEARCH FCOI</td>
<td>Jodi Edelstein*, Manager, Conflicts of Interest Research Compliance, Boston University Medical Center</td>
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<td>This session will address the Public Health Service (PHS)</td>
<td>Denise Moody, Director of Research Compliance, Harvard University</td>
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<td>“Objectivity in Research” regulations (Financial Conflicts of Interest, or FCOI) that continue to confuse and challenge pre-award research administrators such as: who should disclose, what should be reported, what's involved in a conflict management plan, and how to provide guidance for investigators. Recent FCOI-related news, various institutional approaches, federal/sponsor perspectives, plus theories on “blinded studies” and the &quot;moral minimum&quot; for industry sponsors will be explored. Attendees are encouraged to participate in the discussion and share their institutional practices, insights, and frustrations or challenges.</td>
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<td><strong>Learning Objectives:</strong></td>
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<td>• Participants will understand the requirements and associated</td>
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<td>challenges regarding conflict of interest at the proposal and</td>
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<td>award stages of a project.</td>
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<td>• Participants will learn how various institutions are managing</td>
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<td>FCOI challenges.</td>
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<td>• Participants will gain knowledge about real-life scenarios related</td>
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<td><strong>Prerequisite:</strong></td>
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<td></td>
<td>A basic understanding of financial conflicts of interest in research and</td>
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<td>the 2011 Public Health Service (PHS) &quot;Objectivity in Research&quot;</td>
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<td>regulations is required to attend this session.</td>
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<td>Jodi Edelstein*, Manager, Conflicts of Interest Research Compliance,</td>
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<td>Boston University Medical Center</td>
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<td>Denise Moody, Director of Research Compliance, Harvard University</td>
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HELPFUL TIPS FOR GETTING THE PROPOSAL OUT THE DOOR
This session will share best practices for getting a quality product out the door in sufficient time to meet the submission deadline, while adhering to all the sponsor’s requirements. Specific topics to be discussed include proposal preparation, review, approval and submission processes, incentivizing investigators to submit their applications in a timely manner, internal technical review and feedback activities and leadership.

Learning Objectives:
- Participants will examine the various elements of a proposal.
- Participants will explore proposal submissions from the time it arrives in the pre-award office until it is sent to the sponsor for review.

Tolise Miles*, Senior Grants & Contracts Specialist, Grants and Contracts Administration and Finance, Children’s National Medical Center
Anne Albinak, Senior Administrative Manager, Johns Hopkins University

FEDERAL
- Departmental
- Funding Opportunities/Proposal Development
- Medical
- PUI

NIH PRE-AWARD 101
This session will provide an overview of how to prepare NIH proposals, process JIT’s, and considerations for accepting awards. Participants will be exposed to the SF424 Grants.gov proposal package, the SF424 Application Guide for NIH and other PHS Agencies, and will learn key differences between different NIH funding mechanisms. In addition, we will cover the NIH Just-in-Time process and identify important items to consider when accepting awards.

Learning Objectives: Participants will be updated on current NIH guidelines.
Sherrie Denney*, Senior Contracts & Grants Officer, University of California, Irvine
Elise Dantuma, Office of Research and Commercialization, Senior Proposal Manager, University of Central Florida

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT
- Departmental
- Human Capital
- Medical

CHOOSING THE RIGHT FACULTY DEVELOPMENT FOR YOUR INSTITUTION
This session will examine three different faculty development programs: the CRADLE (Creative and Research Activities Development and Enrichment) program at Wake Forest University, the ASPIRE (Advanced Support for Innovative Research Excellence) program at the University of South Carolina and the Faculty Research Development Services offered by Washington State University. Join us to hear about how these programs have worked for our institutions and some of the lessons we’ve learned in implementing them. We will also discuss some things to consider when creating a faculty development program.

Learning Objectives:
- Participants will hear considerations for establishing a faculty development program at your institution.
- Participants will learn characteristics of a successful faculty development program.

Lori Messer*, Director, Office of Research and Sponsored Programs, Wake Forest University
Elizabeth Herron, Associate Director, Office of the Vice President for Research, University of South Carolina
Samuel Rodriguez-Flecha, Faculty Research Development Specialist, Washington State University

* Lead Presenter
**HUMAN CAPITAL**

**7 AGREEMENTS OF BRAINSTORMING**

(BRAINSTORMING SECRETS OF A THEME PARK DESIGNER)

Most brainstorming sessions are NOT brainstorming. Usually what’s happening is playful arguing with snacks on the table. One team member’s idea is instantly met with five reasons why it won’t work: "too expensive ...we tried that two years ago ...that’s just dumb!" That is not brainstorming. That’s arguing. Time to stop ruining and start creating. C. McNair Wilson’s legendary, highly effective “7 Agreements of Brainstorming™” will transform any team into a creative force. These simple-to-learn principles can be quickly implemented to plan, develop, design, invent, launch, remodel, create, or solve any challenge or realize big projects and grand goals—even on tiny (academic) budgets. McNair’s process was used to create the world’s best 40th birthday party and design a one billion dollar theme park (Hint, it’s close to your hotel). How have Disney Imagineers created the world’s greatest theme parks for sixty years? As a former Disney Imagineer, McNair Wilson, will teach you how to enlist these powerful principles to re-imagine every part of your organization’s program, people, products, and procedures. You will learn to think outside the “always-done-it-that-way” box, throw the “box” away, and begin creating at a much higher level. McNair’s clients report the “7 Agreements” showing up in daily interaction and problem solving conversations in hallways and break rooms. This session is based on his best selling book HATCH!: Brainstorming Secrets of a Theme Park Designer.

C. McNair Wilson*, Former Disney Imagineer

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**Learning Objectives:**

- Participants will learn strategies to evaluate whether the Shared Services Model is right for your institution—particularly if it will include traditional Pre-Award functions.
- Participants will hear needs assessment tips to determine the people required to operate this model, business processes impacted, and technology requirements.
- Participants will learn best practices to influence advancing this model if feasible or an alternative approach.

**Presenter:**

**Martin Smith**, Manager, Higher Education and Academic Medical Centers, Attain, LLC

**Barbara DeHaven**, Office of Sponsored Programs, Executive Director, Stevens Institute of Technology

**Mark Davis**, Vice President & Partner, Attain, LLC

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**SHARED SERVICES: IMPLEMENTING THE COORDINATED RESEARCH ADMINISTRATION MODEL**

The traditional Pre-Award office is being challenged by the recent interest in the Shared Services research administration model. This model combines typical pre-award, post-award, and departmental administration functions into one group (i.e. Shared Services). The model promises improved customer service, one point of contact for a variety of business functions, and all at a cost savings to your institution—but can it ensure the integrity of the proposal development and review processes? Deploying this model is also very tricky and involves a deep understanding of the people, process and technology involved in research administration at your institution. This session will focus on the pre-award opportunities and concerns with this model to help develop a sound project approach to consider the merits of the model, deciding whether it is right for your institution, and how to manage its implementation should your institution want to embark on this new frontier.
1:00 – 2:15 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

**Concurrent Sessions (Continued)**

**Medical**
- Departmental
- Funding Opportunities/Proposal Development

**A – Advanced; B – Basic; I – Intermediate; O – Overview; U – Update**

**Guiding PRA – From Theory to Practice**

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<th>1:00 – 2:15 PM</th>
<th>Concurrent Sessions, Discussion Groups, Spark Sessions</th>
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| **How To Prepare and Plan Large Interdisciplinary Centers and Program Grants** | **Tesheia Johnson**, Associate Director of Clinical Research for Yale School of Medicine COO, YCCI, Yale University  
**Dan Rosenblum**, formerly National Institutes of Health  
**Maija Williams**, Administrative Director, Office of Human Resources, Rockefeller University |

**Learning Objectives:**
- Participants will learn how to establish a timeline.
- Participants will learn to define and delegate responsibilities.
- Participants will learn how to utilize resources.
- Participants will establish an efficient review process.

**Prerequisite:** Advanced level of understanding of grant proposals is required to attend this session. This session will build on project management skills and basic knowledge of grant writing.

**How to Prepare and Plan Large Interdisciplinary Centers and Program Grants**

Writing proposals for large interdisciplinary centers such as the CTSA, Cancer Centers, large center or program grants and disease specific research grants can be an overwhelming undertaking. Writing a successful proposal requires a coordinated planning effort of both time and resources. Appropriate input and a carefully planned strategy will put you on the right track to submitting a well crafted proposal. This interactive session will be presented by a CTSA leader and former NIH program officer. The session will focus on creative ways of meeting deadlines, how to delegate responsibilities, how to utilize resources, establishing a review process and other steps necessary to help you write a winning proposal.

**Predominantly Undergraduate Institution**
- Human Capital

**What Can We Learn From 10 Examples of Inept, Inappropriate, Inadequate, and/or Inefficient Research Administration Practices**

All research administrators have seen and/or experienced instances in which a proposal became a train wreck, an idea fizzled out, or an initiative hit a wall. Because we are so busy, it can be difficult to step back and objectively assess what we can learn from those instances and/or to perceive them within their larger contexts. Drawing from their experiences working at or with HBCUs, PUIs, research-intensive institutions, and community colleges, the presenters will offer 10 examples of inept, inappropriate, inadequate, and/or inefficient research administration practices and explain what we can and should learn from them. Examples will address proposal development, research development, research administration management, internal routing and approval, grantsmanship training, institutional cultural change and capacity development, and other current areas of interest in the field. Other examples and/or areas of interest will be discussed with and/or solicited from participants. A summary of these examples and lessons learned will be distributed to participants and other interested parties following the conference.

**Learning Objectives:**
- Participants will learn what not to do, by negative example.
- Participants will understand how the examples fit into the larger conceptualization of research administration best practices.

**Paul Tuttle**, Managing Grants Consultant, Hanover Research

* Lead Presenter
FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

LARGE COLLABORATIVE PROPOSAL DEVELOPMENT AND CONTRACT NEGOTIATIONS
This session will focus on the process involved in preparing large collaborative proposals involving multiple types of organizations, (foreign, corporate, small business, and educational institution.) We will also discuss the types of agreements that may be needed prior to proposal preparation and subsequent to receipt of an award. Along with the presentation, there will be an interactive learning exercise where participants will be divided into teams representing different types of entities to discuss potential concerns that each entity may have about the proposed project and how to utilize various tools and agreements to alleviate issues.

Jean Mercer*, Director, Grant Services, Indiana University
Tammy Good, Grant Services Manager, Indiana University
Joann Waite, Director of Sponsored Research & Programs, Gonzaga University

HUMAN CAPITAL
CAREER TRANSITIONING: USING YOUR NETWORK FOR MAKING A SUCCESSFUL CAREER CHANGE
Networking is critical, but in making a career transition, it is even more crucial. You must be able to connect with people, and in some instances, get out of your comfort zone to make contacts. As research administrators, we are responsible for helping our PI’s and institutions adapt to an ever changing landscape. So where do we turn for support when it is time to make changes in our own careers? To each other, of course! Networking is probably the single-most important thing to do when making a career change. Finding the right people with whom to associate is about so much more than finding a new job; it’s also about creating a support system. Research Administrators with different backgrounds will share their recent journeys through career transition. They will share how their professional association (NCURA) strengthened their planning process in finding a new path and managing the transition period that followed.

Rosemary Madnick*, Executive Director, Office of Grants and Contracts Administration, University of Alaska Fairbanks
Robyn Remotigue, Research Manager, School of Public Health, University of North Texas Health Science Center at Fort Worth

PREDOMINANTLY UNDERGRADUATE INSTITUTION
FROM BOOK PROPOSAL TO GRANT PROPOSAL: BREAKING THROUGH TO FACULTY IN THE HUMANITIES
Do your humanities faculty ever claim, “There’s no funding to support faculty in the humanities,” or “The research office doesn’t care about anything outside of the sciences?” Join this discussion group to learn how two schools made the leap from book proposal to grant proposal (and vice versa), and get ideas on how to dovetail the writing humanity faculty are already doing with grant writing. Additionally, use the time to share your efforts, your struggles, and your breakthroughs.

Tricia Callahan*, Director, Proposal Development, Miami University
SPARK SESSIONS

1:00 – 1:20 PM
FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT
Yulia Strekalova*, Director of Grants Development, University of Florida
FINDING THE RIGHT MATCH: SEARCHING FOR PROPOSAL OPPORTUNITIES

1:30 – 1:50 PM
HUMAN CAPITAL
Sandra Mancuso*, Director of Grants & Sponsored Programs, Barry University
WELCOMING NEW STAFF: TRAINING FOR PRACTICAL UNDERSTANDING

2:00 – 2:15 PM
FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT
Kerry Peluso*, Associate Vice President for Research Administration, Emory University
THE FIVE FUNDAMENTAL TRUTHS ABOUT DEVELOPING AND USING METRICS

2:15 – 2:45 PM | Networking and Refreshment Break

2:45 – 3:45 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

Learning Objectives:
- Participants will participate in an interactive assessment through a series of compliance questions to determine risks at their institution.
- Results will be discussed as a group along with effective ways to mitigate these high risk compliance areas.
- Participants will become familiar with the high risk compliance areas surrounding pre- and post-award activities.

Prerequisite: Participants should have a general knowledge of OMB circulars A-21 and A-133, also known as Uniform Guidance.

Nuala McGowan*, Senior Manager for Compliance, Harvard University
Michael Monaghan, Director of Operational and Compliance Audit, Harvard University

* Lead Presenter
2:45 – 3:45 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

CONCURRENT SESSIONS (CONTINUED)

DEPARTMENTAL

ALIKE BUT NOT THE SAME: UNDERSTANDING THE UNIQUE ROLE OF CENTER RESEARCH ADMINISTRATORS
At a glance, research administration in a center setting may look just like research administration in a department. Delve deeper, however, and you’ll find that centers are a different reality. Centers are often caught between departments and divisions, and have a unique set of considerations and issues. Join colleagues in discussing different types of centers, the unique nature of centers, common pitfalls, and solutions for some of the most common center research administration issues.

Learning Objectives:
• Participants will identify different types of centers and understand how their research administration needs and concerns vary.
• Participants will understand strengths and challenges inherent in center research administration.
• Participants will identify common conflicts and issues that arise between centers, departments and divisions.
• Participants will learn strategies for establishing processes and relationships to ensure efficient administration.

Prerequisite: Participants should have a working knowledge of research administration processes and terminology before coming to this session.

Kristin Harmon*, Grant Administrator, Wisconsin Institute for Discovery

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 institution and new programs of interest to their researchers.

Learning Objectives:
• Participants will understand upcoming 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 come prepared to discuss updates in NSF.

Jean Feldman*, Head, Policy Office, Office of Budget, Finance & Award Management, National Science Foundation

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

DISCOVERING WHO THE READER IS: RESEARCH ADMINISTRATORS AS PROPOSAL REVIEWERS
Have you ever considered becoming a ‘reader’? This session will outline why and how a Research Administrator would become involved with an agency grant review process. Impressions of reviews for the U.S. Department of Education’s Strengthening Institutions (Title III), TRIO Upward Bound and the Fund for the Improvement of Postsecondary Education (FIPSE) programs will be shared. Applications for proposal development training for faculty will also be featured. Participants will learn the steps for becoming a grant proposal reviewer and will gain a deeper understanding for how reviews are handled. The session will also explore how proposal components can be enhanced as a result. The benefits and challenges of a Research Administrator taking on the role of reader will also be highlighted.

Learning Objectives:
• Participants will be able to apply to become a grant proposal reviewer for federal agencies.
• Participants will gain deeper understanding for how reviews are handled.
• Participants will apply lessons learned from the grant review process to development training/workshops for faculty.
• Participants will understand benefits and challenges of becoming a reader.

Bonnie Troupe*, Director, Office of Academic Development, Stonehill College
### AGENDA

**CONCURRENT SESSIONS (CONTINUED)**

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**Learning Objectives**:

**Human Capital**

- Participants will understand the importance of understanding more than just the facts.
- Participants will learn how to use critical thinking, analysis and customer service in creative problem solving techniques.

Lisa Mosley*, Executive Director, Research Operations, Arizona State University

David Ngo, Assistant Vice President of Sponsored Projects Administration, University of Texas Southwestern Medical Center at Dallas

**Medical**

- Participants will hear an overview of PCORI, its source of funding, and enabling legislation.
- Participants will learn how to select the correct PCORI funding announcement (PFA).
- Participants will learn how to include patients and other stakeholders as part of the research team.
- Participants will understand PCORI’s application process, requirements, and online application system.

James Hulbert*, Pre-Award Manager, Patient-Centered Outcomes Research Institute

**Predominantly Undergraduate Institution**

- The objectives of this session are to familiarize the participants with the assets that LinkedIn make available for free. These include proposal development tools as well as promoting one's professional experience and projects.

Anne Pascucci*, Director, Sponsored Programs & Grants Management, Christopher Newport University

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* Lead Presenter
DISCUSSION GROUPS

**COMPLIANCE**
- Federal
- PUI

**CONFLICT OF INTEREST IN THE CLOUD**
Are you looking for a way to ensure your institution is compliant with the new Financial Conflict of Interest regulations? Can you easily demonstrate the design, conduct, and reporting of research funded under NIH grants or cooperative agreements are free from bias? In this session, you will learn how Georgia Southern University effectively manage Conflict of Interest (COI) compliance with a cloud-based, electronic research administration (eRA) solution.

Kimberly Saving-Sherman*, Senior Consultant at Navigator Management Partners

Eleanor Haynes, Research Integrity Officer, Office of Research Integrity, Georgia Southern University

**DEPARTMENTAL**
- Funding Opportunities/Proposal Development
- PUI

**Follow up to Concurrent Session, “Understanding Problematic Legal Grants and Contracts Language Terms for the Departmental Research Administrator,” held Tuesday 10:15 - 11:30 am:**

UNDERSTANDING PROBLEMATIC LEGAL GRANTS AND CONTRACTS LANGUAGE FOR THE DEPARTMENTAL RESEARCH ADMINISTRATOR

This session will address some of the frequent legal grants and contracts terms a research administrator periodically faces.

Lori Benjamin*, Senior Grant Administrator, Massachusetts General Hospital

Geraldine Pierre, Grants & Contracts Manager, Boston University Medical Center

**MEDICAL**
- Departmental
- Funding Opportunities/Proposal Development

**PREPARING FOR SUCCESS: INSTITUTIONAL MODELS FOR SUPPORTING FACULTY CONDUCTING CLINICAL AND TRANSLATIONAL RESEARCH**

Are you faced with the challenge of helping your research faculty find institutional support for their clinical and translational research efforts? This session is designed be an interactive session focusing on available resources that institutions have in place to support investigators who are involved in clinical and translational research. Attendees are encouraged to share what infrastructure is in place at their respective institutions to provide resources such as financial support, administrative support (Central and Department level), as well as education and training.

Nicole Leonard*, Deputy Director, Office of Research Administration, Johns Hopkins University Medical School

Ben Prince, Administrator, Meyers Primary Care Institute, University of Massachusetts Medical School
2:45 – 3:45 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

SPARK SESSIONS

2:45 – 3:05 PM
FEDERAL
I Compliance I PUI
IMPLEMENTING THE UNIFORM GUIDANCE: THE VIEW FROM TWO INSTITUTIONS

Anthony Ventimiglia*, Associate Director, Office of Sponsored Programs, Auburn University
Craig Reynolds, Associate Director, Office of Research and Sponsored Projects, University of Michigan-Ann Arbor

3:15 – 3:35 PM
HUMAN CAPITAL
I Departmental I Medical I PUI
FAIL FAST! LEARNING THE ART OF QUITTING

Joan Kanner*, Assistant Director of Research Administration, Johns Hopkins University

3:45 – 4:00 PM | Networking and Refreshment Break

4:00 – 5:00 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

CONCURRENT SESSIONS

COMPLIANCE
I Medical I PUI

B DEVELOPING A RESEARCH COMPLIANCE TRAINING PROGRAM

Research compliance training refers to the process of educating employees on the laws, regulations, and policies associated with the conduct of certain types of research or as a condition of the receipt of funding from certain federal agencies. Most universities have compliance training for the use of animals or human subjects in research, financial conflict of interest, and responsible conduct of research. This session will provide a review the various training requirements by federal regulatory agencies. The presenters will also discuss strategies being used at two research universities to deliver compliance training to researchers.

Learning Objectives:
- Participants will learn about the training requirements associated with different types of research and as a condition of the receipt of federal funding.

Kacey Strickland*, Director of Regulatory Compliance and Safety, Mississippi State University
Carpantato (Tanta) Myles, Director & Research Compliance Officer, University of Alabama

COMPLIANCE
I Medical I PUI

B GIFTS AND GRANTS

Gifts are defined by the IRS tax code, but how funds received from a charitable organization are administered can sometimes feel like a mystery wrapped in an enigma. Arizona State University and the ASU Foundation launched a pilot to create a win/win scenario for both the University and the Foundation. This session will highlight why the pilot was created, lessons learned and best practices for implementation.

Learning Objectives:
- Participants will have a better understanding of the difference between gift and grant.
- Participants will expand their knowledge base of award administration.
- Participants will acquire best practices to take back to their home institution.

Lisa Mosley*, Executive Director, Research Operations, Arizona State University

* Lead Presenter
4:00 – 5:00 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

**Concurrent Sessions**

**DEPARTMENTAL**
- Funding Opportunities/Proposal Development
- Medical

**CONCURRENT SESSIONS**

**Learning Objectives:**
- Participants will be introduce an alternative model on how to handle proposals and awards in an academic setting that consolidates staff resources within a service team to more directly support research administration functions.
- Participants will explore and redefine the assignment of roles and responsibilities for stakeholders to create a more efficient research administration process.

**Eunice Chang**, Pre-Award Team Manager, University of California, San Francisco
**Margaret O’Halloran**, Director, Research Management Services, University of California, San Francisco
**Samantha Yee**, Associate Director for Research Management Services, University of California, San Francisco

**FEDERAL**
- Departmental
- Funding Opportunities/Proposal Development
- Medical
- PUI

**CONCURRENT SESSIONS**

**Learning Objectives:**
- Participants will understand what to look for in an NSF funding announcement.
- Participants will know what is required as part of an NSF proposal.

**Prerequisite:** Participants should come with knowledge of the NSF.

**Jean Feldman**, Head, Policy Office, Office of Budget, Finance & Award Management, National Science Foundation

**Learning Objectives:**
- Participants will be introduce an alternative model on how to handle proposals and awards in an academic setting that consolidates staff resources within a service team to more directly support research administration functions.
- Participants will explore and redefine the assignment of roles and responsibilities for stakeholders to create a more efficient research administration process.

**Eunice Chang**, Pre-Award Team Manager, University of California, San Francisco
**Margaret O’Halloran**, Director, Research Management Services, University of California, San Francisco
**Samantha Yee**, Associate Director for Research Management Services, University of California, San Francisco

**UNSF PROPOSAL PREPARATION: THE GOOD, THE BAD, AND THE UGLY**

This session will provide everything you need to know about preparing and submitting a proposal to the National Science Foundation. Learn about the different types of funding opportunities that NSF employs, where to find the relevant policies governing proposal preparation, merit review, and special guidelines for other topical areas such as conference proposals and RAPID and EAGER proposals.
CONCURRENT SESSIONS (CONTINUED)

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

HOW TO READ AN RFP

This session will 'unpack the RFP' - presenting ways to use an RFP as a pre-award tool. We will examine what the RFP can tell you about an opportunity, about a sponsor, and about a successful proposal.

Betsy Foushee*, Grant Officer/Writer, Tidewater Community College

Learning Objectives:
- Participants will be able to assess an RFP for 'fit' to their institutional priorities.
- Participants will be able to ascertain, from the RFP, exactly what is required by the sponsor.
- Participants will be able to build a structured checklist to guide the proposal effort, from reading the RFP through submission.

HUMAN CAPITAL

PRACTICAL LEADERSHIP IN RESEARCH ADMINISTRATION: APPLYING THE 5 PRACTICES OF EXEMPLARY LEADERSHIP

We all strive to be better leaders in our work-life, but what does that really mean in practical terms? This session will use Kouzes and Posner's Five Practices of Exemplary Leadership as a framework for building up leadership skills in the Research Administration profession. We will begin with a brief explanation of each of the practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. We will then look closely at each practice in the context of our jobs as research administrators. We will explore which practices are best suited to the various challenges, strike that, OPPORTUNITIES that we encounter every day.

Robyn B. Remotigue*, Research Manager, School of Public Health, University of North Texas Health Science Center at Fort Worth
Rosemary Madnick, Executive Director, Office of Grants and Contracts Administration, University of Alaska Fairbanks

Learning Objectives:
- Participants will gain a basic understanding of Kouzes and Posner's Five Practices of Exemplary Leadership
- Participants will have the opportunity to determine how to apply these practices in their positions as research administrators.

PREDOMINANTLY UNDERGRADUATE INSTITUTION

ADDING MEANING TO YOUR PRIORITIES AND OUTCOMES THROUGH BENCHMARKING

How are your sponsored programs office's priorities and daily activities determined? Is it by sponsors, faculty, the Provost, your strategic plan, or the crisis du jour? The unfortunate answer is "all of the above." Then when you get to the end of the year and have to report on your outcomes, how do you convey accomplishments that are seemingly all over the map? Words detailing your challenges and successes are great, but metrics and benchmark comparisons tell your tale visually and are more likely to be remembered. This session will explore the link between planning and reporting, offer some practical tips to reduce the time it can take to assemble data as well as choosing the right data points to collect and then use as benchmarks.

Martin Williams*, Director, Office of Sponsored Programs, William Paterson University
Ann Saputelli, Manager, Attain, LLC
Andrea Moshier, Director, Sponsored Research, Western Carolina University

Learning Objectives:
- Participants will better understand the link between planning activities and reporting outcomes.
- Participants will learn how to select the data that will convey their accomplishments most effectively.
- Participants will learn strategies on how to effectively use benchmarks to track progress over time as well as make comparisons across institutions.

* Lead Presenter
4:00 – 5:00 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

CONCURRENT SESSIONS (CONTINUED)

MEDICAL

MODELS FOR SUPPORTING QUALITY ASSURANCE AND QUALITY IMPROVEMENT IN CLINICAL AND TRANSLATIONAL RESEARCH

Nick Fisher*, Director of Clinical Research, Division of Oncology, Siteman Cancer Center, Washington University in St. Louis
Tesheia H. Johnson, Associate Director of Clinical Research for Yale School of Medicine COO, YCCI, Yale University

DISCUSSION GROUPS

FEDERAL

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<th>Funding Opportunities/Proposal Development</th>
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BEST PRACTICES FOR AVOIDING NIH COMMON ERRORS
Don't you just hate it when you have worked on an NIH application package and believe that you are going to have a smooth submission, but then you receive the dreaded ACTION REQUIRED TO COMPLETE SUBMISSION OF NIH GRANT APPLICATION instead of the coveted Check Assembled Application in eRA Commons? Well, so do I. Please join me for this hour long discussion group that will help you to avoid common errors that lead to eRA Commons errors.

Michelle Beck*, Senior Grants and Contracts Specialist, Office of Sponsored Programs, University of Alabama
Lisa Joiner, Senior Grant and Contract Specialist, Office of Sponsored Programs, University of Alabama

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

| Human Capital |

THE CREATIVE AND RESEARCH ACTIVITIES DEVELOPMENT AND ENRICHMENT PROGRAM FOR FACULTY DEVELOPMENT

CRADEL (Creative and Research Activities Development and Enrichment) is a faculty development program at Wake Forest University. The goal of CRADLE is to help faculty improve their grantmanship and develop superior research programs and creative activities. Since fall 2007, 29 faculty have graduated from the CRADLE program and 4 have received NSF CAREER awards.

Lori Messer*, Director, Office of Research and Sponsored Programs, Wake Forest University
**DISCUSSION GROUPS**

**NEW MANAGER: FROM PEER TO PROMOTED**

Lakita Brooks*, Division Manager, Office of Sponsored Programs, Georgia Institute of Technology

Being a new manager is not easy, especially if you are managing a group of your former co-workers! Whether new or seasoned, you are invited to bring your questions, experiences, challenges, and tips to the group for a discussion about how to smoothly and successfully transition from peer to manager.

**SPARK SESSIONS**

**4:00 – 4:20 PM**

**CONDUCTING EFFECTIVE MEETINGS**

David Lynch*, Executive Director, Office of Sponsored Research, Northwestern University

**4:30 – 4:50 PM**

**UNFUNDED AGREEMENTS (NDA’s, MTA’s, DUA’s)**

David Mayo*, Director of Sponsored Research, California Institute of Technology

**6:00 PM | Dinner Groups**

Grow Your Peer Network and Enjoy a Great Dinner in Orlando!

The dinner groups are a great opportunity to meet your colleagues while enjoying Orlando. Sign up for a restaurant at the NCURA Registration Area, and then you will gather and leave with your group to enjoy an evening together.
6:15 AM
NCURA Fun Run
Maps will be provided for the participants for the walk/run that departs the hotel at 6:30 am and returns around 7:15 am so that there is plenty of time for participants to get ready before the day’s first session.

7:30 AM – 3:45 PM
PRA Concierge
Participant Materials Pick-up
Exhibits Open
NCURA Social Media Lounge
The NCURA Social Media Lounge offers a relaxed environment where attendees can unwind for a minute, while receiving the latest information about all NCURA social and professional platforms. Swing by the Lounge to recharge and meet peers who are a part of your social and professional network and build valuable relationships. #NCURAAppyHour #CollaborateNCURA

7:30 – 8:15 AM
Continental Breakfast
Breakfast Roundtables
Follow-up to Tuesday Spark Session “Preparing for the Bonfire,” held 10:15 – 10:35 am
GOING PAPERLESS
Noah Congelliere*, Training & Development Specialist, University of Southern California
Jeri Muniz, Executive Director, Department of Contracts & Grants, University of Southern California
SUCCESSFUL PRE-AWARD ADMINISTRATION WITHIN COMMUNITY COLLEGES
Betsy Foushee*, Grant Officer/Writer, Tidewater Community College
COMMUNICATION AND COLLABORATION: WORKING WITH AND MOTIVATING FACULTY
Gai Doran*, Center Assistant Director, Center for Interdisciplinary Research on AIDS, Yale University
UNIFORM GUIDANCE
Anthony Ventimiglia*, Associate Director, Office of Sponsored Programs, Auburn University
Craig Reynolds, Associate Director, Office of Research and Sponsored Projects, University of Michigan-Ann Arbor
PEOPLE COMING AND GOING: HOW TO SURVIVE WHEN RESEARCH ADMINISTRATORS LEAVE AND NEW ONES ARRIVE
Gareth Evans*, Research Finance Coordinator, Biomedical Graduate Research Organization, Stanford University

8:15 – 9:45 AM | Concurrent Sessions, Discussion Groups, Spark Sessions

COMPLIANCE

| Departmental | Medical | PUI |

A COMPLIANCE CRISIS: WHAT DO YOU DO WHEN SOMETHING HAS ALREADY GONE WRONG?
Despite rigorous policies and clear written procedures, compliance crises do arise from time to time. What do you do once your policy has been violated, either knowingly or unknowingly, and you’re in the midst of dealing with an instance of non-compliance? This session will examine, through the use of a case study, the steps that can be taken to get through the immediate crisis and to ensure compliance in the future.

Learning Objectives:
• Participants will describe strategies for dealing with instances of non-compliance.
• Participants will list steps to take to ensure an instance of noncompliance is not repeated.
• Participants will describe “warning signs” that indicate a potential high risk of noncompliance.

Prerequisite: Working knowledge of the legal and regulatory framework of research administration is required to attend this session.

Mary Louise Healy*, Associate Director, Research Administration, Krieger School of Arts and Sciences, Johns Hopkins University
Cindy Holstein, Administrator, Johns Hopkins University
Learning Objectives:
- Participants will learn to understand the unique requirements for SBIR/STTR programs.
- Participants will learn to recognize potential financial conflicts of interest.
- Participants will learn and share good practices for identifying and managing FCOIs.

Prerequisite: Participants should have experience in research administration.

Susan W. Sedwick*, Consultant, Attain, LLC
Doug Backman, Director, Office of Compliance, University of Central Florida

Learning Objectives:
- Participants will understand the basics of proposal development.
- Participants will understand what services research administrators can offer to supplement grant consultants’ or investigators’ grant writing expertise during the proposal development process.

Paul Tuttle*, Managing Grants Consultant, Hanover Research

Martin Baumgartner*, Austrian Research Promotion Agency (FFG)
**AGENDA**

**PROGRAM LEVEL AND SUPPLEMENTAL TRACK KEYS**

A – Advanced; B – Basic; I – Intermediate; O – Overview; U – Update

8:15 – 9:45 AM | Concurrent Sessions, Discussion Groups, Spark Sessions

**CONCURRENT SESSIONS (CONTINUED)**

**FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT**

**Compliance**

**Intersection of Research: Sponsored Programs & Libraries**

The support of research at institutions of higher education takes many offices and expertise. This session aims to share the crossroad between research administration offices, libraries and compliance offices. We will discuss existing and potential partnerships and present preliminary survey results from research in this area.

**Learning Objectives:**
- Participants will learn what some academic libraries are currently doing to actively support the research cycle. These include: citation impact metrics, specialized literature searches, data management recommendations, and the availability of institutional repositories.
- Participants will learn how Offices of Research, Compliance and Development can form beneficial partnerships with the library.

Michelle Powell*, Director, eCommerce, Sponsored Programs, Georgia Institute of Technology

Amanda Rinehart, Data Management Services Librarian, Ohio State University

**Human Capital**

**Departmental**

**Change Management: Surviving and Thriving**

Change Management is a structured approach for ensuring that changes are thoroughly and smoothly implemented and the lasting benefits of change are realized. The session will focus on the wider impacts of change management and how research administrators can establish the framework for managing change systematically.

**Learning Objectives:**
- Participants will focus on:
  - The purpose of change management.
  - How to manage change management.
  - Communicating change management.

Rosemary Madnick*, Executive Director, Office of Grants and Contracts Administration, University of Alaska Fairbanks

Robyn B. Remotigue, Research Manager, School of Public Health, University of North Texas Health Science Center at Fort Worth

**Predominantly Undergraduate Institution**

**Departmental**

**Collaboration or Combobulation: From an RA and Faculty Perspective**

Collaborating is a key to PUIs gaining large funding amounts from some funders. This discussion will talk about how collaborations can be developed and taught by an experienced RA with multiple successful awards of institutional collaborations, as well as a Faculty member turned RA and how faculty sometimes try to skirt around RAs when building their collaborations. The secrets are out!

**Learning Objectives:**
- Participants will learn how to organize a collaborative proposal between their own schools departments and between their institution and other institutions.

Joann Waite*, Director of Sponsored Research & Programs, Gonzaga University

**Medical**

**Departmental**

**Budgeting for Clinical and Translational Research: What Everyone Needs to Know**

Building a successful Clinical Research and Translational Program has been an evolving concept and process for many years now. What metrics have been used to determine success? What factors are involved? What should be the primary focus? Knowing what bandwidth is available will be critical in measuring success.

**Learning Objectives:**
- This session will take a closer look at what has works and what hasn’t. This session will be presented using case study examples.

Jamie Caldwell*, Associate Vice Chancellor for Research Administration, University of Kansas Medical Center
8:15 – 9:45 AM | Concurrent Sessions, Discussion Groups, Spark Sessions

DISCUSSION GROUPS

COMPLIANCE

- **Subawards and Subcontracts: We’re All in the Same Boat...Let’s Keep Our Subs Afloat!**
  - Rise and shine! Pass the word mateys and come share your pearls of wisdom, treasured experiences, and lessons learned in keeping your subs afloat! We will explore how your crew navigates the high seas of subaward assurances, monitoring, risk assessment, and subrecipient or contractor determination. Has the 2 CFR 200 left you feeling rudderless? Are you unsure in which direction your compass is pointing? Join us and find your sea legs!

MARCELLA FRIEDLE*, Subcontracts Coordinator, Florida State University
ELIZABETH SLACK, Sponsored Research Administrator, Florida State University

PREDOMINANTLY UNDERGRADUATE INSTITUTION

- **Research Development Strategies for PUIs**
  - This discussion session will focus on stimulating research at PUIs where the research agenda is often overshadowed by teaching priorities. Discussion topics will include using multiple techniques to motivate faculty members to conduct research, making research an institutional priority, and developing effective support structures to keep research projects successful and consistent.

NATASHA STARK*, Assistant Director, Pre-Award Services, Kennesaw State University

MEDICAL

- **Industry vs Federal Research: Things to Consider**
  - Academic research is a vital component of the nation’s research and development activity. Federal agencies have an agenda as do corporations, but the motives are very different. This discussion group will compare and contrast the elements of each. US universities use research activities to educate students who will become the next generation of scientists and engineers, teachers, and leaders in government and industry.

DAVID LYNCH*, Director, Office of Sponsored Research, Northwestern University
RONALD F. POLIZZI, Associate Director, Contracts Office of Research Administration, Thomas Jefferson University

* Lead Presenter

Guiding PRA – From Theory to Practice • www.ncura.edu 39
### SPARK SESSIONS

**8:15 – 8:35 AM**  
**HUMAN CAPITAL**  
GET TO KNOW NCURA’S PROFESSIONAL NETWORKING PLATFORM: COLLABORATE AND SOCIAL MEDIA

**Stephanie Moore**, Community Curator, National Council of University Research Administrators

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**8:45 – 9:05 AM**  
**COMPLIANCE**  
INTELLECTUAL PROPERTY

**Zana Dupee**, Contracts Coordinator, University of Florida

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**9:15 – 9:35 AM**  
**COMPLIANCE**  
AN INTRODUCTION TO FOIA

**Jo Ann Smith**, Assistant Professor, Research Administration Program Coordinator, University of Central Florida

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**9:45 – 10:15 AM**  
Networking and Refreshment Break

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**10:15 – 11:30 AM**  
**CONCURRENT SESSIONS**

### WHERE IS THE OVERSIGHT? GAPS IN CURRENT HUMAN AND ANIMAL RESEARCH REGULATIONS

This session provides an overview of current areas within funded research where there is currently little or no federal oversight or regulatory protection for both human and animal subjects. The session will also compare examples of research conducted within the United States without oversight with current international guidance and law providing greater protection for subjects. Participants will be given examples of approaches their institution can take to ensure a more consistent and uniform level of protection is in place for both human and animal participants despite the current lack of regulatory oversight.

**Learning Objectives:**
- Participants will be provided with an overview of the major categories of research without federal regulatory protection for the human and animal subjects.
- Participants will discuss some of the latest examples of research studies that did not go through the IRB, IACUC and IBC process, such as the Facebook manipulation study.
- Participants will be able to outline specific approaches through policies institutions can take to ensure a level of protection does occur for human and animal subjects.

**Ross Hickey**, Assistant Provost for Research Integrity, University of Southern Maine  
**L. Eric James**, Manager, Huron Consulting
10:15 – 11:30 AM | Concurrent Sessions, Discussion Groups, Spark Sessions

CONCURRENT SESSIONS (CONTINUED)

COMPLIANCE

**B** POLICIES, PROCESSES, & PROCEDURES FOR SUBAWARDS & SUBRECIPIENT MONITORING

This session offers recommended best practices for a successful subaward and subrecipient monitoring program, with a focus on the roles of the Principal Investigator, Department Administrator and the Central Office. Beginning with the proposal development stage through execution, monitoring and close-out of the subaward, this session will provide strategies and practical guidance via discussions, case studies and real-world examples to assist with navigating today’s highly regulated environment.

**Learning Objectives:**
- Participants will leave this session with an understanding of subaward elements needed at proposal preparation stage, assessment of risk and issuance of subawards.
- Participants will cover use of the Federal Demonstration Partnership (FDP) Templates, negotiation of terms and conditions, FFATA Reporting, FCOI and other monitoring and compliance considerations including an overview of requirements under the new Uniform Guidance at 2 CFR Part 200.

**Patrice A. Carroll***, Director, Pre-Award Services, Brown University
**Laura B. Severse**, Director of Finance, Department of Epidemiology, Harvard School of Public Health
**Eva Pasadas**, Associate Director, Pre-Award Services, Brown University

COMPLIANCE

**O** PORTALS & RESEARCH BUSINESS INTELLIGENCE

Research business intelligence is about transforming data into meaningful and useful information to make strategic decisions and understand the current state of research activity. This session will share the experiences of two universities that have transitioned from paper reports to online research portals. The aim of their projects was reducing the administrative burden on faculty and research administrators as well as providing faculty with easy access to their sponsored project, financial, & compliance information. These portals proactively identify items to address, actions to take, and deadlines to track in the entire research administration system.

**Learning Objectives:**
- Participants will learn about evaluating data fields to include and exclude in creating a research portal.
- Participants will learn about current (including one open source) technologies that can be leveraged for creating portals.
- Participants will learn about partnerships that aid successful implementation plans.

**Michelle Powell***, Director, eCommerce, Sponsored Programs, Georgia Institute of Technology
**Terri Hall**, Director of Electronic Research Administration & Reporting, University of Notre Dame
Managing grant funds is not always an easy task, especially when you have multiple employees in your department making purchases on behalf of the grant and doing the subsequent purchase card reallocations. Some transitions will hit the University’s financial system in a timely manner and some will not. This presentation will give the Administrator/Financial Accountant a better understanding of what a shadow system is, how to create and maintain a shadow system in your department, and how to determine what kind of shadow system that you may need (simple or complex). There are pros and cons to using any shadow system and this presentation will show the attendee both sides of the picture, from the advantage of better managing of grant expenditures and reporting data to the disadvantage of the amount of time and labor needed it takes to set up and maintain a shadow system.

**Learning Objectives:**
- Participants will be able to assist the Department Chairman, PI, and the Administrator manage the grant funds more efficiently, in order to prevent over-spending on the grant.
- Participants will be able to assist the Administrator or Financial Accountant in determining the need for getting started with setting up, creating, and maintaining a shadow system and making any modifications to the shadow system, once in use.
- Participants will be able to explain the pros and cons between a simple and complex shadow system.

**Prerequisite:** Participants should be an experienced administrator or financial accountant.

William Hoffman, Jr.*, Accounting Manager, University of Maryland School of Dentistry
Katherine Scharf, Accounting Analyst, University of Maryland, Baltimore, School of Dentistry

The 2005 Federal Demonstration Partnership survey documented and quantified the impact of administrative workload on federally-funded researchers, finding those PIs spent 42 percent of their research time on those projects devoted to administrative tasks. Those findings which were validated in the FDP’s 2012 followup survey and the National Science Board’s report on reducing investigators’ administrative workload were explored by the Oversight and Research and Technology Subcommittees of the House Committee on Science, Space and Technology in a hearing held in June 2014. HR 5056 Research and Development Efficiency Act of 2014 was passed by the House and called for further study of this issue by a non-partisan committee that includes representation from all stakeholders. This session will explore this topic and hear from representatives involved in these studies and other studies on this topic being conducted by the National Research Council and Federation of American Societies for Experimental Biology.

**Learning Objectives:**
- Participants will gain awareness of the findings and recommendations from these studies.
- Participants will understand the role of research administrators in being a part of the solution.
- Participants will explore ways Federal legislation might lessen these burdens.

**Prerequisite:** Participants should be experienced research administrators.

Susan W. Sedwick*, Consultant, Attain, LLC
Sandra Schneider, Professor, University of South Florida, PI-FDP Administrative Burdens Report 2014
### HUMAN CAPITAL

- Departmental
- Medical
- PUI

**YOU'RE IN CHARGE OF YOURSELF: SELF-GUIDED PROFESSIONAL DEVELOPMENT**

Do you know what you want to be when you grow up? Do you have a 5 year plan? How do you get from here to there? How many skills does it take to climb the career ladder? Which career ladder should you climb? What is your value proposition to the organization? What if no one asks you these questions? This session will focus on self-directed strategies to enhance your professional development from both a technical and soft skill perspective. The presenters will share some strategies that have worked for them, and will invite participants to share their experiences as well. Participants are encouraged to bring their resumes to reference during the session.

**Learning Objectives:**
- Participants will have a better understanding of the importance of professional development and learn what they can do to empower themselves in setting and achieving their goals.
- Participants will acquire strategies for enhancing their individual skill sets for career development.
- Participants will acquire an awareness of the importance of Emotional Intelligence and other soft-skill traits that will enhance their ability to move forward.

Lisa Mosley,* Executive Director, Research Operations, Arizona State University
Josie Jimenez, Associate Director, Office of Grants and Contracts, New Mexico State University
Tolise Miles, Senior Grants & Contracts Specialist, Grants and Contracts Administration and Finance, Children’s National Medical Center

### PREDOMINANTLY UNDERGRADUATE INSTITUTION

- Departmental
- Funding Opportunities/Proposal Development

**WRITING AIN’T EASY: SUPPORTING FACULTY IN WRITING EFFECTIVE PROPOSALS**

At PUI’s, where sponsored research is not always a high priority, faculty can need a good deal of assistance with proposal writing. Some of it is basic technical and research writing, but other issues include drafting a coherent research question, developing realizable aims for their project, and creating a compelling abstract.

**Learning Objectives:**
- Participants will be able to identify the key areas where faculty need writing assistance.
- Participants will evaluate different methods for providing assistance to faculty in writing proposals.

Jeffrey Ritchie*, Director of Sponsored Programs, Lewis University
Kris Monahan, Director of Sponsored Research and Programs, Providence College

### MEDICAL

- Compliance

**BILLING COMPLIANCE IN CLINICAL RESEARCH**

The clinical research billing process is complex and requires coordination and harmonization between partnering institutions (e.g., hospitals, physician practice plans, universities, cancer centers, supporting foundations). This session will outline the key components of an effective clinical research billing compliance program, common steps in building a program from scratch, and how to leverage technology to support these efforts.

**Learning Objectives:**
- Participants will be able to answer:
  - What is a clinical research billing compliance program and why is it important?
  - Who are the key players in the process and why should they be involved?
  - What are the key components of a comprehensive clinical research billing program?
  - What steps should one take when starting from scratch?
  - What should the paper and electronic infrastructure look like?

**Prerequisite:** This session is intended for professionals in clinical research administration.

Allecia Harley*, Associate Vice President, Research Affairs and Clinical Trials Administration, Rush University Medical Center
Leah Guidry, Managing Director, Huron Consulting Group
In this session we will discuss the onboarding of new faculty at a departmental level. This discussion will touch on best practices related to specific responsibilities for sponsored research management which includes transfer of sponsored awards, proposal submission, funding searches, managing startup funds, and navigating organizational structures (Sponsored Projects Office, Foundation, Department, and College).

Joelina Peck*, Research Advancement Manager, School of Electrical, Computer Energy & Engineering, Arizona State University
April MacCleary, Research Advancement Manager, School of Electrical, Computer Energy & Engineering, Arizona State University

This discussion will focus on identifying and navigating online resources for finding funding opportunities, including PIVOT, grants.gov, the Foundation Directory Online (FD0), and others. Discussion leaders will share their own search tactics, as well as what funding alerts they subscribe to and how. Participants are encouraged to share their favorite funding resources as well as tips for searching and problems they experience. The discussion will also cover which strategies work and which do not in effectively disseminating funding opportunities, including how to capture your results to deliver to your faculty and/or students. This session will have an interdisciplinary focus on social science and health-based funding opportunities, but resources and techniques covered will apply to identifying funding opportunities for all disciplines.

Christina Deitz*, Grant Development Administrator, Maxwell School of Syracuse University
Kathleen Keough, Assistant Director, College Research Center, Syracuse University

Do you wonder how other Predominately Undergraduate Institutions (PUIs) are weathering the new uniform guidance? If so, then join us for a lively discussion on how the new guidance is affecting our proposal development, budget development, and submission processes. Share your new or revised polices and procedures, while learning how other PUIs are weathering the changes.

Tricia Callahan*, Director, Proposal Development, Miami University
10:15 – 11:30 AM | Concurrent Sessions, Discussion Groups, Spark Sessions

SPARK SESSIONS

10:15 – 10:35 AM

**COMPLIANCE**

- Departmental
- Funding Opportunities/Proposal Development
- Medical
- PUI

*What Does "Allowable" Mean?*

Jennifer Shambrook*, Director of Grants and Contract Administration, University of Central Florida

10:45 – 11:05 AM

**FEDERAL**

- Departmental
- Funding Opportunities/Proposal Development
- Medical
- PUI

*Intergovernmental Personnel Act (IPA) Assignments*

Robyn Remotigue*, Research Manager, School of Public Health, University of North Texas Health Science Center at Fort Worth

11:15 – 11:30 AM

**COMPLIANCE**

- Departmental
- Funding Opportunities/Proposal Development
- Medical
- PUI

*COST SHARING: WHAT IT’S GOOD FOR AND HOW CAN IT GET YOU INTO TROUBLE*

Bruce Morgan*, Assistant Vice Chancellor for Research Administration, University of California, Irvine

11:30 AM – 1:00 PM | Lunch

1:00 – 2:15 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

CONCURRENT SESSIONS

**DEPARTMENTAL**

- Compliance

*Subawards for the Department Administrator: What Are Your Responsibilities?*

Congratulations! Prime funding has been awarded to your institution and PI, and now you are gearing up to manage your subawards under this project. How will you ensure that the award is being monitored throughout the life of the project? What templates and procedures do you use in your department to help you monitor subawards through project activity and closeout? What options do you have if something goes wrong? This session is designed to share institutional approaches to subrecipient monitoring, provide tips and tools for navigating relationships between investigators and institutions, and explore the department administrator’s role in ensuring project success. The session will also discuss the DRA roles and responsibilities in monitoring subawards to achieve compliance with governmental regulations, sponsor requirements, and institutional policies.

Learning Objectives:

- Participants will understand the department administrator’s roles and responsibilities in subrecipient monitoring.
- Participants will learn strategies for addressing day-to-day monitoring issues.

Prerequisite: Participants should have a basic working knowledge of subaward requirements.

Csilla Csaplá*, Department Manager, Geophysics, Stanford University
Laura Register, Subrecipient Monitoring Officer, Stanford University
Karen Hurdle, Senior Contract and Grant Officer, University of Miami

* Lead Presenter
1:00 – 2:15 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

**DEPARTMENTAL**

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<th>CAN I CHARGE THAT TO A GRANT? BUILDING AN AUDIT-PROOF PROPOSAL BUDGET</th>
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<td>How do we determine if an expense on a sponsored project is allowable or unallowable? Is &quot;we put it in the proposal budget&quot; enough justification for the expense? This session will offer an overview of the cost principles as defined by OMB providing the basis for direct charging to sponsored projects. The panelists will discuss those costs that are normally considered unallowable and what justifications are needed to support their inclusion as a direct cost.</td>
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Learning Objectives:
- Participants will learn tips for determining cost allowability.
- Participants will gain an understanding of why tying the expense to the scope of work is essential.
- Participants will learn how to classify expenses — direct vs. indirect based on their usage.
- Participants will learn how developing good habits will help prepare for an audit when questionable expenses have been charged to your projects.

Glenda Bullock*, Director of Research and Business Administration, Department of Medicine, Washington University in St. Louis
Adrienne Larmett, Senior Consultant, Baker Tilly

**FEDERAL**

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<th>RESEARCH TERMS AND CONDITIONS: THEN AND NOW</th>
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<td>This session will describe changes to the Research Terms and Conditions resulting from implementation of the Uniform Guidance. Participants will gain an understanding of the differences between the Research Terms modeled after A-110 versus what they will find with the Uniform Guidance.</td>
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Learning Objectives: Participants will gain an understanding of the new Research Terms and Conditions.

Prerequisite: Participants should come with some knowledge of previous research terms and conditions.

Jean Feldman*, Head, Policy Office of Budget, Finance & Award Management, National Science Foundation
Virtual Presenter: Michelle Bulls, Director, OPERA, National Institutes of Health

**FEDERAL**

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<th>SUBRECIPIENT RISK ASSESSMENT AND MONITORING IN THE AGE OF THE UNIFORM GUIDANCE</th>
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<td>The Uniform Guidance which became effective December 2014 requires that pass-through entities must evaluate the risk for each subaward issued under a federal award and utilize that assessment to determine if additional monitoring is warranted. The Federal Demonstration Partnership (FDP) has developed a model risk assessment questionnaire and guidance for utilizing that tool to meet this requirement. This session will use a case study to illustrate how one university utilized and refined the FDP tool and developed processes to efficiently meet these requirements. The session will be interactive so plan to share good practices from your institution.</td>
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Learning Objectives:
- Participants will recognize the additional requirements for risk assessment and monitoring of subrecipients under the Uniform Guidance.
- Participants will consider how other institutions are using the FDP model risk assessment tool to meet the risk assessment requirements.
- Participants will understand the documentation obligations for submonitoring required by the Uniform Guidance.
- Participants will explore ways to minimize the burden on Federally funded researchers inherent with these new requirements.

Prerequisite: Participants should be familiar with the new Uniform Guidance.

Susan W. Sedwick*, Consultant, Attain, LLC
Lisa Mosley, Executive Director, Research Operations, Arizona State University
1:00 – 2:15 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

CONCURRENT SESSIONS (CONTINUED)

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

O THE WONDER OF PRE-AWARD THROUGH THE EYES OF POST-AWARD: POST-AWARD ISSUES FOR THE PRE-AWARD ADMINISTRATOR

Are your post-award people amazed or dismayed at the wonder of your pre-award budgeting? Do your pre- and post-award offices communicate regularly during budget development, training initiatives, and policy development? This concurrent session is geared toward post-award issues for pre-award offices, interoffice communication, and working & learning together.

Learning Objectives:
• Participants will be able to identify common sticky wickets that arise during budget development and award negotiation that impact post-award.
• Participants will learn to apply solutions to overcome obstacles between pre-award budgeting and post-award spending.
• Participants will identify ways to color in the gray areas and bridge the communication gap between pre- and post-award.

Tricia Callahan*, Director, Proposal Development, Miami University
David Ngo*, Assistant Vice President of Sponsored Projects Administration, University of Texas Southwestern Medical Center at Dallas

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

O JAPANESE COI IS THE CENTER OF INNOVATION PROGRAM

Last year, Japanese Ministry of Education, Culture, Sports, Science and Technology (MEXT) has started a new academic-industrial collaboration program, "The Center of Innovation Program," which is abbreviated as COI program. The program has two characteristics:

Back Casting Approach, where we assume of the society in ten years' time. Then we consider what is necessary. Thus we plan and conduct R/D projects to realize the necessity; and, Under One Roof, where university researchers and company researchers gather in a same building and work together.

Learning Objectives:
• Participants will leave knowing about Japanese new innovation system.
• Participants will have the opportunity to discuss the resemblances and differences between the Japanese collaboration system and the American one.

Teruyuki Hayashi*, Senior Research Administrator, University of Tokyo

PREDOMINANTLY UNDERGRADUATE INSTITUTION

O SPONSORED PROGRAMS MANAGEMENT IN THE CLOUD FOR PUIs

The research and grant landscape for higher education is more challenging than ever with an increased focus on research funding, complex compliance regulations, and demand for oversight and reporting. For many smaller institutions and PUIs, a comprehensive grant and research management solution has been out of reach due to the cost, complexity, and limited IT resources. In this session, panel members will share how their sponsored programs office is using a cloud-based electronic research administration (eRA) system to fully integrate and streamline the many tasks involved in preparing and submitting proposals, managing awards, and tracking compliance activities.

Learning Objectives:
• Participants will understand some of the challenges and lessons learned during the implementation of an eRA.
• Participants will learn how an eRA can improve workflows and provide real-time visibility into campus performance in grant and contract activity.

David Usher*, Product Manager, Kuali Co.
Amy Taylor, Assistant Vice President for Research, Towson University
Bruxanne E. Hein, Director, Office of Research Services, Coastal Carolina University

* Lead Presenter
1:00 – 2:15 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

**CONCURRENT SESSIONS (CONTINUED)**

**MEDICAL**

**Compliance**  
**PUI**

**WORKING SMARTER: HOW CAN TECHNOLOGY SUPPORT CLINICAL/TRANSLATIONAL RESEARCH?**

Many academic medical centers have devoted considerable resources on IT. What is the best way to ensure this sophisticated technology is working for your institution? This workshop will cover how to use IT to support your institution’s research vision, how to use IT capabilities to drive improvements in the clinical research process, and lessons learned from strategies employed at Yale University and Duke University.

**Learning Objectives:**
- Participants will identify how IT can leverage process and system improvements.
- Participants will learn strategies for including compliance, reporting, and benchmarking.
- Participants will establish staffing models, roles and training in support of IT to improve research capabilities.

**Prerequisite:** Participants should be research administrators in managerial positions.

**Tesheia Johnson**, Associate Director of Clinical Research for Yale School of Medicine COO, YCCI, Yale University  
**Steve Woody**, Associate Chief Information Officer for Clinical & Translational Research, Duke University School of Medicine

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**DISCUSSION GROUPS**

**HUMAN CAPITAL**

**Compliance**  
**Departmental**  
**PUI**

**CONTINUOUS IMPROVEMENT PROCESS (CIP) AND MODELS OF PROFESSIONAL DEVELOPMENT: A CONVERSATION ABOUT WHAT WORKS AND HOW TO IMPROVE**

Discussion will begin with an overview of Auburn University’s COMPASS Certification program – a professional development program for sponsored projects administration that has been fully implemented for two years. We will present an overview of the continuous improvement processes and indicators of success we have used for our program. Participants will be encouraged to share information about similar professional development programs at their institutions, as well as how these programs have evolved using measurement and feedback.

**Robert Holm**, Assistant Director, Education, Office of Sponsored Programs, Auburn University  
**Rodney Greer**, Director, Research Program Development & Grants, Auburn University

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**HUMAN CAPITAL**

**Compliance**  
**Departmental**  
**Funding Opportunities/Proposal Development**  
**Medical**  
**PUI**

**HIRING THE BEST PEOPLE**

Have you ever hired someone thinking that s/he will be the perfect fit for a position and then discovered you might have made a mistake? Have you ever taken a chance on hiring someone you weren’t quite sure about, only to have it turn out to be the best hire you’ve ever made? It seems there is some alchemy to hiring people who can both do the job and will work well within your existing office culture.

**Betty Farbm an**, Associate Director, Office of Sponsored Programs, New York University
1:00 – 2:15 PM | Concurrent Sessions, Discussion Groups, Spark Sessions

DISCUSSION GROUPS (CONTINUED)

MEDICAL
- Compliance
- Funding Opportunities/Proposal Development

CLINICAL TRIALS – THE RESEARCH SERVICE CENTER PERSPECTIVE
This discussion group will focus on the role of the service center in routing clinical trials. A brief history of the evolution of the first Research Service Center at Emory University and its role in this process will be shared. Attendees are invited to discuss processes for facilitating expeditious submissions involving multiple stakeholders.

SPARK SESSIONS

1:00 – 1:20 PM

COMPLIANCE
- Federal
- Funding Opportunities/Proposal Development
- Medical
- PUI

DATA REPOSITORIES

1:30 – 1:50 PM

FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT
- Compliance
- International
- Medical
- PUI

INTERNATIONAL CONTRACTING TIPS

2:00 – 2:15 PM

FEDERAL
- Compliance
- Departmental
- Funding Opportunities/Proposal Development
- Medical
- PUI

A BEGINNER’S GUIDE TO F&A

Cheryl Bowie-Thomas*, Pre-Award Specialist III, Research Administration - RAS - Cancer and Imaging Center, Emory University School of Medicine

Melanie Clark*, Associate Director, Office of Research Integrity Assurance, Georgia Institute of Technology

Zana Dupee*, Contracts Coordinator, University of Florida

Stephanie Gray*, Director, Division of Sponsored Research, University of Florida

* Lead Presenter
Learning about Horizon 2020: The Opportunities and Hands-On Knowledge

If you are new to Horizon 2020, or even if you already know the potential opportunities for U.S. researchers, this workshop will provide: (1) an introduction to this €80 billion ($90 billion) research program funded by the European Commission, and (2) hands-on training in finding appropriate funding opportunities, registering your institution in the electronic system, and suggestions for resolving common issues in the grant agreement. Finally, like any government grant program, there are restrictions on who can apply and how the money can be spent. This workshop will answer all of these questions as well as provide an opportunity to meet with European research managers who are very experienced in dealing with European Commission grants.

Learning Objectives: Participants will learn all that Horizon 2020 has to offer!

Martin Baumgartner*, Austrian Research Promotion Agency (FFG)
Oksana Rogalski, Project Management Agency European and International Cooperation, German Aerospace Center

Academic research is becoming increasingly complex as a result of global collaborations. Doing research with a foreign collaborator, especially at a foreign site, invokes a host of compliance issues beyond the norm. It also requires the involvement of institutional units with whom one does not normally interact. The agencies which sponsor such research may also be less familiar to the research administration team. This session will present different approaches to international research from two institutions with a large international presence.

Learning Objectives:
- Participants will hear highlights on which issues to flag at the pre-award stage when international research is involved.
- Participants will discuss the questions that need to be addressed as the proposal moves from pre- to post-award and the offices involved in a coordinated approach.
- Presenters will suggest two organizational models for supporting research abroad.

Prerequisite: Five years of research administration experience and policy-level position is required to attend this session.

Marti Dunne*, Associate Vice Provost for Research Compliance & Administration, New York University
Nancy Daneau, Director, Office of Sponsored Programs, New York University
Jilda D. Garton, Vice President for Research and General Manager of GTRC and GTARC, Georgia Institute of Technology
## Concurrent Sessions and Discussion Groups

### FEDERAL

**BEST PRACTICES IN COMMUNICATING WITH FEDERAL AGENCIES**

This session will examine best practices for communicating with federal agencies. It will look at methods and strategies for working effectively with various federal agencies. Topics will include a discussion of communication skills for successful interactions with federal agencies.

Learning Objectives: Participants will discuss best practices for effective communication with federal agencies.

G. Margaret Griscavage*, Director, Office of Grants and Contracts Administration, University of Alaska Fairbanks (Retired)

Marianne Woods, Academic Program Director, Master of Science in Research Administration, Johns Hopkins University

### FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

**Federal**

**A PRIMER ON S2S SUBMISSION – HOW DOES IT WORK? HOW CAN IT HELP? WHO CAN IT HELP?**

System-to-system (S2S) proposal submission through Grants.gov has been available as an alternative to using Adobe forms (or PureEdge, originally) since 2006. How does it work? Why is it better than using Adobe forms? This session will provide an overview of how S2S functionality works and provide information to help large and small institutions recognize the value of S2S over using Adobe forms.

- Participants will be able to describe the difference between using Adobe forms vs. S2S submission.
- Participants will be able to explain the advantages of S2S over Adobe forms for institutions and investigators.
- Participants will be able to recognize the options available to large or small institutions to benefit from S2S technology.

Roger Wood*, Senior Product Manager, InfoEd Global

Todd S. Swavely, Director, ERA Systems, Office of Research Services, University of Pennsylvania

### FUNDING OPPORTUNITIES/PROPOSAL DEVELOPMENT

**International**

**U.S.-RUSSIA UNIVERSITY PARTNERSHIP PROGRAM (UPP): OVERVIEW, APPLICATION PROCESS, AND SAMPLE PARTNERSHIPS**

The US-Russia University Partnership Program (UPP) is a new initiative implemented by Eurasia Foundation and National Training Foundation that connects higher education institutions in Russia and the United States with one another and supports the launch of new bilateral partnerships. UPP invites accredited higher education institutions from Russia and the United States and their representatives, including professors, researchers and academic and administrative staff, to participate in a two-stage partnership funding competition for projects proposed jointly by Russian and US institutions.

This session will describe the two types of funding available, how to use the partnership project database to find a Russian partner, and the application process, and it will also provide an example of a successful partnership between a US and a Russian university.

- Participants will understand the objectives of the UPP and the eligibility requirements.
- Participants will know how to use the partnership project database to search for potential partners.
- Participants will understand the application process, requirements, and online application system.
- Participants know what resources are available to during the application process.

Hrachya Topalyan*, Program Manager, US-Russia University Partnership Program (UPP), Eurasia Foundation

Laurens Ayvazian, Director, U.S.-Russia Social Expertise Exchange (SEE) and U.S.-Russia University Partnership Program (UPP), Eurasia Foundation
HUMAN CAPITAL

WHEN CULTURES COLLIDE: UNDERSTANDING RESEARCH ADMINISTRATION IN THE CONTEXT OF YOUR INSTITUTION’S CULTURE

The research administration culture is fast-paced and ever-changing. It requires structure as well as creative solutions. Your institution likewise has its own culture, a culture that is generally not fast-paced and usually slow to change. At times, institutional norms of behavior and practices are not responsive to the more immediate needs of research administration, and these collisions create stress points.

One key component to successfully integrating research administration functions into your institution is understanding your institution’s culture and environment and how those elements frame our operations.

This session will discuss specific elements that are indicative of an institution's culture and how to assess those elements. Strategies for integrating the needs of research administration into that culture will be shared through participant discussion. Trends from NCURA Peer Program engagements will illustrate some aspects of how an institution’s culture influences operations and the type of recommendations offered.

Learning Objectives:
- Participants will learn techniques for assessing their institutions’ culture and environment.
- Participants will learn tactics for addressing cultural impediments to research administration needs.
- Participants will share lessons learned in helping their institutions understand their research administration needs.

Peggy S. Lowry*, Program Director, NCURA Peer Programs, National Council of University Research Administrators

HUMAN CAPITAL

SERVING OUR INTERNAL CUSTOMERS: CONFIGURING PRE-AWARD TO REDUCE FACULTY BURDEN

With relatively flat federal funding and large compliance burdens associated with federally sponsored research, research administration offices by necessity are seeking more efficient operating models. At the same time, national surveys continue to show researchers spending more than 40% of their time on administrative tasks. As research administrators, how can we work within the constraints of limited resources to better support our faculty? This panel will present how the Office of Research Services at the University of Pennsylvania has reconfigured pre-award to increase operating efficiency, while improving responsiveness to faculty, departments and sponsors and accountability to senior management. This will be an interactive session in which participants will be asked to share highly effective organizational characteristics and processes for customer support at their own institutions.

Learning Objectives:
- Participants will learn to evaluate business organization and processes for efficiency from the perspective of multiple stakeholders.
- Participants will learn strategies to improve operations without additional resources.
- Participants will share lessons learned in managing change.

Elizabeth Peloso*, Associate Vice Provost/Associate Vice President Research Services, University of Pennsylvania
Heather Lewis, Director Pre-Award, University of Pennsylvania
Mark West, Manager Administration & Finance, School of Engineering, University of Pennsylvania

* Lead Presenter
**PROGRAM LEVEL AND SUPPLEMENTAL TRACK KEYS**

A – Advanced; B – Basic; I – Intermediate; O – Overview; U – Update

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**AGENDA**

**WEDNESDAY – MARCH 4**

**2:45 – 3:45 PM | Concurrent Sessions and Discussion Groups**

**CONCURRENT SESSIONS (CONTINUED)**

**MEDICAL**

**Departmental**  
**Funding Opportunities/Proposal Development**

**TO CONSULT OR NOT? WHAT SHOULD BE CONSIDERED WHEN CONTRACTING FOR CONSULTING SUPPORT IN MEDICAL RESEARCH?**

A need often arises in academic medical centers to engage outside consultants. This session will cover strategies for determining when an outside consultant is useful, how to identify consultants with appropriate expertise, how to scope the agreement to ensure a clear understanding of the problem, output and deliverables, how to manage consultants, and methods for determining if using outside expertise has been successful. The material will be presented from the perspective of both an academic medical center and a consultant.

**Learning Objectives:**
- Participants will be able to identify the situations when outside consulting support would be most beneficial.
- Participants will hear strategies for structuring the agreement.
- Participants will learn approaches and tactics for getting the most out of your consultants.
- Participants will learn methods of evaluating the success of consulting support.

**Prerequisite:** Participants should have prior experience working with or hiring consultants.

**Rick Rohrbach*, Managing Director, Huron Consulting Group**

**Tesheia Johnson, Associate Director of Clinical Research for Yale School of Medicine COO, YCCI, Yale University**

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**PREDOMINANTLY UNDERGRADUATE INSTITUTION**

**O**

**THROUGH THE LOOKING GLASS: FACULTY WORK LIVES AND THE PURSUIT OF EXTERNAL SUPPORT AT PUIs**

Although Sponsored Projects staff often design their work lives around perceived faculty needs, faculty view of the Sponsored Projects Office does not always line up neatly with staff intentions. Follow Cynthia down the path of a study she did with Joseph McNicholas on the faculty at Loyola Marymount University (LMU) and discover how LMU faculty perceived sponsored projects operations and the pursuit of external funding at the time (2008). This talk will be based on her joint publication with Joseph McNicholas and Robert Miller, "Faculty Perceptions of Research, Scholarly, and Creative Activity and Grant Seeking at a Predominantly Undergraduate Institution" which appeared in Research Management Review in 2009.

**Learning Objectives:**
- Participants will digest the results of the survey: in what ways was SPO staff behavior conducive to high ratings of the office? What did we feel we needed to work on as a result of faculty feedback?
- Participants will understand the range of responsibilities and concerns faculty reported in addition to the pursuit of external funding, and how they see external funding in relation to tenure.
- Participants will learn tips on how to carry out their own survey.

**Cynthia E. Carr*, Assistant Director of Pre-Award Services, Loyola Marymount University**

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**DISCUSSION GROUPS**

**COMPLIANCE**

**Departmental**  
**Medical**  
**PUI**

**Follow up to Concurrent Session, “Compliance Crisis – What Do You Do When Something has Already Gone Wrong?,” held Wednesday 8:15 – 9:45 am:**

**COMPLIANCE CRISIS: “WHEN ‘IT’ HITS THE FAN!”**

Discussion following the earlier session. Participants are encouraged to share their own compliance challenges and strategies for handling instances of non-compliance, and to bring their questions.

**Mary Louise Healy*, Associate Director, Research Administration, Krieger School of Arts and Sciences, Johns Hopkins University**

**Cindy Holstein, Administrator, Department of Biology, Johns Hopkins University**

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* Lead Presenter

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DISCUSSION GROUPS (CONTINUED)

DEPARTMENTAL

Funding Opportunities/Proposal Development  Medical

YOUR CALL CANNOT BE COMPLETED AS DIALED: WHEN THE DEPARTMENT AND CENTRAL ADMINISTRATION ARE NOT COMMUNICATING

This discussion group will address the ongoing pre-award communication issues between central administration and the departments. We'll go over institutional policies vs. sponsor procedures and how each is addressed at the proposal stage. We will give an overview of the pre-award processes and suggest ways to improve communication while getting the processes done in an efficient and timely manner. Topics that will be covered include proposal submissions, budget, budget justifications, key personnel and a host of others research issues.

Anne Albinak*, Senior Administrative Manager, Johns Hopkins University
Tolise Miles, Senior Grants & Contracts Specialist, Grants and Contracts Administration and Finance, Children's National Medical Center

DEPARTMENTAL

Funding Opportunities/Proposal Development  Medical  PUI

Follow up to Concurrent Session, “Can I Charged that to a Grant? Building an Audit-Proof Proposal Budget,” held Wednesday 1:00 – 2:15 pm:

CAN I CHARGE THAT TO A GRANT?
We will discuss items normally not purchased on research grants and offer tips to determine their allowability.

Glenda Bullock*, Director of Research and Business Administration, Department of Medicine, Washington University in St. Louis

3:45 PM | Conference Adjourns