



Federal Commons – An Update

Jerry Stuck

By now, you've probably heard about the Federal Commons. Bob Killoren wrote an excellent description in this column in the April/May issue. We'd like to give you an update from the federal perspective on what it is and what it might mean to you in the near future.

You may wonder what happened to the "ERA" part of the Federal Commons. Our original strategy was to focus our attention on research grants, thus the name Federal ERA Commons. However, through research agency involvement with the Inter-Agency Electronic Grants Committee (IAEGC), our efforts caught the attention of federal groups like the National Performance Review (NPR) and the General Services Administration (GSA) Electronic Commerce Program Management Office (ECPMO). These groups promote "common face" solutions for providing government services to the public. The formation of the IAEGC reflects the fact that the federal government annually provides approximately \$300 billion in grants to state and local governments, universities, tribal governments, non-profit organizations, and individuals. The federal grant enterprise is conducted in numerous programs in 33 federal agencies. Depending on the mission of the agency and the target recipient community, administrative requirements vary from agency to agency and even program to program within agencies. Therefore, it was logical for agencies to begin to focus on common face solutions built on a commitment to common data standards and business practices, and flexible technological options. Thus, our original ERA focus has been expanded through the Federal Commons to include Electronic Grant Administration (EGA) systems across all federal grant-making agencies.

The Federal Commons has a rich legacy in the technical implementations and data standards development both of federal agencies and grants recipient organizations. It leverages the work of the Electronic Commerce Committee in the development of the ANSI X12 194 Transaction Set and the corresponding grants data dictionary. It builds on the technology used in agency systems including NSF FastLane, NIH Commons, DOT US Electronic Grants Project and

ONR Paperless Voucher System. Most importantly, it incorporates advice and recommendations of the grants community through the FDP, NCURA and SRA. Although the Federal Commons can serve as a model for an electronic grants system to support a recipient organization, it represents the data and business requirements of federal grant-making agencies.

The Federal Commons is envisioned as a coordinated network of disparate federal grant administration systems and databases. One means of access to the Federal Commons will be a Web-based interface. This Federal Commons Web Site will enable grantee organization users (Universities, Research Institutions, Small Businesses, State and Local Governments) to become more familiar with grants activities ongoing in the participating agencies. In addition, the Federal Commons Web Site will include interfaces designed to support secure transmission of administrative information of pre-award and post-award grants business processes. For each business process, users will be provided with technological options as to how such information can be formatted, transmitted and/or received. In response to the extensive burden that would be placed on agencies to support every technology option, the Federal Commons employs the concept of service centers. An agency that assumes responsibility for the deployment of a specific technology associated with various grant business processes would become a service center for that technology. For example, if NIH deploys an Electronic Data Interchange (EDI) translator as part of its EGA system, NIH could act as an EDI service center for the Federal Commons. Grantee organizations would then be able to send EDI transactions (e.g., a grant application) to Federal Commons agencies that do not support EDI by routing the transaction through NIH. The NIH would then ensure that the transaction data are communicated to the appropriate destination agency.

Toward the realization of the Federal Commons, a small working group of agency staff has been meeting for several months to support the initial stage of software development, including formalizing user requirements as well as

defining system requirements. With such specifications defined, a proof of concept system is under development. The proof of concept will provide four types of grants administration activity as described below.

User Registration – This activity enables an individual to register as a Federal Commons user. A user can specify identification parameters (i.e., a user name, a password, and a unique identifier). These parameters will be stored in a central repository. When a Federal Commons user accesses the Federal Commons Web Site or a Federal Commons agency system (e.g., the NSF EGA system), the identity of the user will be validated against these parameters. In addition, the Federal Commons will facilitate the linking between the unique identifiers of Federal Commons users and the internal data structures of participating agencies.

Status Query – This activity enables a Federal Commons user to log into the Federal Commons Web Site and query application/proposal and/or award status. The user can select which Federal agencies to access, and the Federal Commons Web Site will coordinate the retrieval of status information from the appropriate agencies.

Organizational Profile Submission – This activity enables a Federal Commons user to log into the Federal Commons Web Site and create/modify an Organizational Profile (OPF) for the grantee organization. The user can select which Federal agencies are to receive the OPF, and the Federal Commons Web Site will communicate the OPF to the appropriate agencies. The web site will also submit the profiles to an interagency repository. Federal Commons agencies will be able to query the profiles from this repository.

Professional Profile Submission – This activity enables Federal Commons users to log into the Federal Commons Web Site and create/modify their biographical information as contained in a Professional Profile (PPF). The user can select which Federal agencies are to receive the PPF, and the Federal Commons Web Site will communicate the PPF to the appropriate agencies.

(Continued on page 9)



Ask Ann Granters

by Bob Lucas

*Institute for Scholarly Productivity
San Luis Obispo, California*

DEAR ANN:

The paper in my office is out of control. If it gets any worse, I'll have to install an overhead cable with a pulley so I can swing myself in and out of my chair over the mess.

I'm terrified I may sink out of sight and never be heard from again.

PAPER, PAPER, EVERYWHERE

DEAR PAPER:

Oh, come now, it can't be as bad as you think. A lot of your problem is probably imaginary, since the majority of the paper littering your office is likely to be archival, serving no real purpose.

Unfortunately you can't just pile the mess on a dolly and ship it to the storeroom because something critical might be moldering in between a manila folder and an acco binder, pressed like a garlic clove and smelling as sweet.

So first you gotta sort.

For the next two weeks, set aside 20 minutes each night before you go home.

Use this time to sift through a pile. Separate out those hard copies of e-mail messages, old proposals with no possibility of revision, drafts of policies, audit reports, three-year-old issues of grant newsletters, hard copies of e-mail messages, Federal Register compliance announcements, FastLane notices, defunct RFP's, committee meeting minutes, and the rest of the hard copies of your e-mail messages.

At the end of each session, wheel these out next to your secretary's desk for shipping to the archives, attic, or the recycling bin.

What will remain will be items requiring action. This pile will be of two sorts: the stuff you can do something about and stuff you can't.

First, the stuff you can do something with.

Several items will emerge that are easy to handle. Pull these items out for action next week and take care of them then. I'm sure you'll enjoy the process.

This action will leave the truly knotty problems, issues emitting low-level radiation, items so difficult to handle they explain the reason you've accumulated the pile in the first place—to shield your genetic material from their harmful emissions.

Since you didn't know how to handle these problems to begin with, it's going to take some creativity to do it now.

There are a number of alternatives. The most effective is the most dramatic.

Come in early on a Saturday morning, put on a set of those white coveralls, booties, and hood (the kind that movie directors love to dress scientists in who are overreacting to the antics of cute little kids and germ-ridden aliens), put the pile into a lead-lined container, take it out, and bury it.

If this approach offends your green sense, consider alternative two. Dig out that old attache case—the one that weighs a ton which you haven't used since you bought a soft-sided one that expands forever, enabling you to carry the contents of your in-box HomeAndToWork every day, sans value added often in either direction.

Open that attache case and put everything in it you never want to see again.

Then book a cheap flight somewhere. As you deplane, leave the case in the overhead compartment. Make sure you also leave several business cards inside along with a note offering a reward for its safe return.

Why? Because there's a law that states: "If you mark a item clearly, you'll never see it again. But if you leave a crumpled, Columbo-style raincoat with no name tag in a restaurant cloakroom three cities away, someone will surely find it and say 'Hey I think I know the guy who owns this. Pull out those credit card charges from about 8:30 tonight. It's the one with the order for rainbow sherbet.'"

Mark the attache case clearly and you'll never see it again. Otherwise, it'll be the cat that came back.

If you can't bear to part with your college graduation gift, do what all those volumes on management say: delegate the stuff. Call in a subordinate, one piece of paper at a time. Tell them you have no idea where this thing came from, but it just surfaced on your desk and something damn well better be done about it and quick.

To handle the moment deftly, prepare by reading a few Dilbert cartoons, paying particular attention to the inter-personal sensitivities exhibited by his boss.

If there is no one to whom you can delegate this stuff (viz., there's only you and a shared secretary), write a memo to your boss explaining that you need \$15,000 to hire one of those consulting firms with four names in their title to analyze the problem and recommend a solution. This should take the matter off your desk for nine months.

Once you've done all of this, take a week off. You deserve it. When you get back, you can start all over again.

Do you have concerns but no time to write about them because your office looks like the prep-room of a paper maiche factory? Then send a sentence, a phrase, or even just a word to Ann. She will combine your fragment with smatterings from other harried colleagues around the country and compress them into a letter expressing the composite frustrations of a nation of research administrators.

Here are a few phrases to get you started:

You won't believe this, but . . . This may not seem important . . . A friend of mine . . .

Send your fragment to:

"Ask Ann Granters"
NCURA
One Dupont Circle, Suite 220
Washington, D.C. 20036

Outside the Beltway

Steven Smartt

While trying to mask an otherwise conspicuous grin, many people with interests in research programs are scratching their heads. This is not the familiar pose of studious academics pondering profound and perplexing questions. This curiosity is about how did things turn out this well.

I'm speaking of the significant gains in the research budgets for many of the key federal agencies in the new fiscal year, which started October 1st. Often, post-game analyses are about "what hit me?" or, how can we prevent this outcome the next time around? This year, however, most of the surprises were about good news that few could have predicted six months ago.

I have assembled a set of factors that brought forth the appropriations for fiscal year 1999, along with some troubling thoughts for next year. But first, the scorecard.

Unless you've been in a cave or kidnaped by space aliens, you know that NIH has received a budget increase of some 15 percent, which amounts to \$2 billion and change in new money. NSF didn't do so bad either, with growth of about 10 percent. Even defense basic research, which has been pinched in recent years, got six percent more than last year. Likewise for our friends at NASA.

The Department of Education got a windfall in the line item for educational research, and received a nice bump up in the area where special education research funds are allocated. Overall, the conclusion has to be this is a very good year for research programs. Funding for NIH outpaces the rest of the pack, but that's nothing new.

If we review the chronology of this most recent budget cycle, beginning in February 1998 with the Clinton administration's proposed budget, the process started out

with generally good news. The president sought increases in research and development programs that represented real growth, well ahead of inflation.

But, there was a serious catch. The President and the Congress had agreed in 1997 to certain spending caps. Absent additional revenues or changes in entitlement programs, there were not sufficient funds to support all that Mr. Clinton was proposing for 1999.

In order to add the kind of money proposed at that time for things like NIH (10 percent), the budget plan included a blueprint for a tobacco tax, with those revenues tied to medical research and other goodies.

So, for several months, from about February to early September, the buzz in Washington among interest groups was probing the malleability of these budget caps. Then, thanks to crafty grass roots work by big tobacco, the cigarette tax never got fired up. There was not enough money to cover the wish list for basic research.

As late as mid-September, the White House, through OMB, was still working with congressional leaders to compromise on a budget deal that would allow everyone to declare victory. In other words, a way to exceed the budget caps while claiming that the budget caps were not exceeded.

What tune was the band playing to get these competing interests in the chorus line--the budget hard liners, the tax cutters, and the champions of domestic spending dancing the same jig?

Actually, I think much of this came together while the band was on a break. There were, as I see it, at least five elements that contributed to the final outcome: deficit, distraction, disarray, discord, and deadlines. (Of course, at the time, no one knew just how alliterative these factors were.)

Deficit: What deficit, you ask? That's just the point. The news about red ink becoming black ink got better as the economy performed well, and the surplus arrived faster and bigger than anyone predicted. There was room enough for everyone who was anyone to take credit for the \$70+ billion FY98 surplus (surplus, that is, when social security tax revenues are included in the net balance).

Although the surplus had zero effect on the previously set spending limits, after three decades of deficits this news allowed some new scenarios in the minds of budget makers.

Distraction: The enormous amount of attention given to the independent counsel's investigation and juicy revelations about the president's behavior soaked up much of the administrative and congressional attention span. To be certain, the day to day business of government as carried out by armies of bureaucrats continued. The big picture, however, was a bit out of focus.

According to sources close to the independent counsel's office, this was not unexpected. (This last sentence is bogus. I put this in here to see if it gets noticed by the president's legal team as a possible illegal leak from Mr. Starr's office. Maybe I'll be subpoenaed.)

Disarray and Discord: Meanwhile, this being an election year, and what with the recent surplus news, some in the Republican leadership were intent on passing a tax cut. Mr. Clinton had in effect pre-empted this idea when he declared, back in January 1998, that any surplus should first go toward fixing social security.

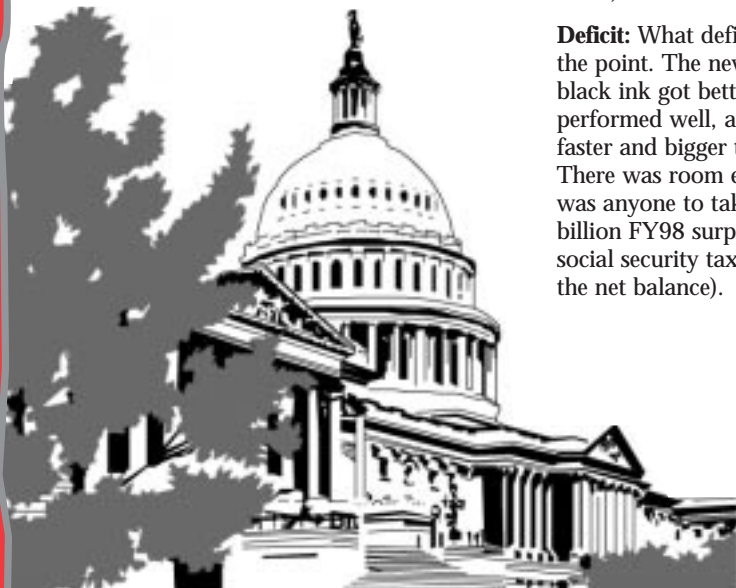
The House and Senate could not find common ground on the size of a tax cut, and the White House was ready to veto it anyway. This was a significant and telling sideshow. It also took up some precious time, since the appropriations were in limbo pending the outcome.

Deadlines: The end game extended well into October which proved wrong the earlier predictions that the FY99 spending plan would be set before the end of September. The government was kept running by virtue of a couple of continuing resolutions.

Both parties wanted to adjourn the congress and get home to campaign for votes. In the flurry, a huge collection of spending bills were velcroed together into what they call an omnibus bill. (Note: whenever congress calls something an omnibus bill, that's usually a sign that there's a little something for everyone in there.)

So, there they were, clock ticking, election day fast approaching, spending bills incomplete, and too little money to go around. The solution? Classify some of the spending for military operations in Bosnia and farm aid as "emergency appropriations" and take those dollars out from under the spending caps.

There were so many deals being made at the last minute, Capitol Hill looked like a Monty Hall convention. There must be countless fragments of special favors that ended up in the omnibus bill, some of them





REGION I New England



*Bill Corbett,
Dana Farber
Cancer
Institute, and
the Region I
Singers*

It was wonderful to see all of you who attended the national meeting in Washington, D.C. last month. We enjoyed a very special 40th birthday celebration for NCURA and I'm proud to announce that Region I won first prize for our rendition of "I am the very model of a Modern Contract Specialist," thanks to Bill Corbett and chorus who joined me on stage. It's hard to imagine a better meeting, but with our own Dick Keogh as 1999 co-Program Chair, I'm sure that next year's program will be great.

As preparations for the holidays were underway, the Region I Program Committee was also busy with preparations for the Spring Meeting to be held in Portland, Maine, June 6-9, 1999. You should already have received a postcard reminder—look for program materials to be distributed later this Spring.

Some highlights: (1) We will once again offer hands-on computer labs in space made available to us by the University of Southern Maine (thanks to Martha Hamlin for arranging this). (2) We will be joined on Wednesday by the Office of Naval Research which is offering a one-day University and Business Technology Conference. We will share a plenary session in the morning and Region I attendees will be invited to stay for a special afternoon session geared to research administrators. This should be a very interesting opportunity to learn about ONR and meet with their program and grant officials.

Look for information inviting nominations

for the Bernard McLane Memorial Travel Award Program which will allow up to two recipients to attend the Spring Meeting. Nominees need not be members of NCURA, but they must be from the Region I (New England) area. Recipients do not have to be new members—awards are based on financial need and professional benefit to the applicant. If you or someone in your office can benefit from attending the Spring Meeting, please send your nomination in by April 5, 1999.

Information will also be distributed soon requesting nominations for the Region I Merit Award. Past recipients (Steve Erickson in 1997 and Jim Grayson in 1998) were recognized for their contributions to the field of research administration in the New England Region of NCURA. The 1999 award will be presented at the Spring Meeting in Portland.

Region I will once again offer a full-day Fundamentals Workshop. The session will be offered on Wednesday, April 14, 1999 at the Hancock Conference Center. Information about registration should be distributed in January. If you are new to the field of research administration, or just looking for a refresher course, this is the workshop for you!

A call for nominations has been mailed to Region I members seeking nominations for Chair and Treasurer. The deadline for nominations is February 26, 1999—contact Jim Grayson, Chair of the Nominating Committee, or any of the committee members if you are interested in nominating yourself or someone else for either position.

Sally S. Tremaine is Region I Chair and Associate Director in the Office of Grant and Contract Administration at Yale University.

REGION II Mid-Atlantic



*Region II's
entry in the
birthday salute*

Greetings!
Regional
members

who had the pleasure of attending the National Meeting enjoyed a robust

program. There were also ample opportunities to "kick-back" and enjoy good times, between the Ball, the "Big-4-0" Party on Tuesday night, and numerous informal encounters. By the way, who was that Marilyn Monroe look-alike, anyway?

As your newly elected regional officers for the next two years, we look forward to supporting the activities, that you, the every-savvy research administrators of Region II have come to expect from your professional organization.

Plans are well underway for the next regional spring meeting, to be held in Pittsburgh, April 18-20, 1999. The site will be the Sheraton Station Square, a picturesque riverfront location that serves as a handy headquarters for exploration of the adjacent downtown offerings and local environs. Marti Dunne (New York University) and Richard Sohn (Columbia University-Physicians and Surgeons) program co-chairs, are coordinating a masterful program that offers both depth and breadth to newcomers and "old pros" alike. Preliminary program plans include interactive computer labs on the Pitt campus on Sunday, followed by a 3-hour Riverboat Cruise that evening, featuring food, entertainment, and a dash of local history. Regular sessions commence on Monday, April 19 with an anticipated plenary address by a nationally-respected authority on the meeting's theme of "Reinforcing Responsibility in Research." Concurrent sessions to follow will address a spectrum of current topics in pre-award, compliance, post-award, and intellectual property. Sessions are scheduled to be capped by an "Oprah Winfrey Style" open mike session engaging a point/counterpoint dialogue between panelists and audience members.

And, best of all, based on the overwhelming consensus from you all at the regional business meeting in DC, registration will be offered at an unbeatably low price!!!! So, mark your calendars and look for a preliminary announcement soon.

Elsewhere on the organizational front, the region's interests are very capably represented by the following standing National Committee appointees:

Executive:

Cheryl-Lee Howard (*NCURA President*)

Finance and Budget:

Gunta Lidars, *University of Rochester*

Membership: Janet Simons, *UMB*

Nominating:

Garry Sanders, *SUNY- Albany*

Professional Development: Ernest Johnson, Penn State Medical Campus- Hershey

Publications: Patricia Laughlin, Carnegie Mellon University

Select Committee on ERA:
Denise Clark, Cornell

In addition, Bob Killoren, Penn State will be handling duties as overall Editor of Research Management Review.

Finally, last but not least, our thanks to all those who just completed terms of service in various capacities to the region and/or the national organization. Special kudos to colleagues Glenn Davis (Princeton) and Bonnie Seward (Research Foundation, SUNY) for their innumerable contributions as regional officers.

Michael Crouch is Director, Office of Research at the University of Pittsburgh. Gunta Lidars is Associate Director, Office of Research and Project Administration at the University of Rochester.

REGION III Southeastern



Region III Members cheer their entry

Region III members attending the

Annual Meeting in November returned to their institutions with great ideas and plans for future regional activities. The regional business meeting was well attended and resulted in several new initiatives by the regional committees and members, a few of which are highlighted below.

Plans are underway for the Regional Spring Meeting, "Shining Light on Research Administration," which will be held in St. Simons Island, Georgia, on May 16-20, 1999, at the Sea Palms Golf and Tennis Resort. Chair-elect Tom Roberts (Florida Gulf Coast University) and the program committee have been busy planning the program which will have some new features. Deborah Walz (University of Central Arkansas), chairperson of the ad hoc professional development committee, is working with her committee to develop a concurrent session at the meeting designed especially for new members of NCURA. The session will provide information about the organization and help newcomers learn how to become involved in the region.

Mary Watson (Valdosta State University) is chairing an ad hoc committee regarding Region III by-laws. The committee is working to provide recommendations for updates and changes to the by-laws for review at the Spring Meeting. Mary welcomes any comments and suggestions prior to the meeting.

Looking ahead to 2000, Regional Chairperson Barbara Gray (College of Charleston) announced that the Society of Research Administrators Southern Section has accepted our invitation for a joint regional meeting in Asheville, North Carolina, on April 15-19, 2000, at the Grove Park Inn.

Deborah S. Walz is Director in the Office of Sponsored Programs at the University of Central Arkansas.

REGION IV Mid-America



Jamie Caldwell, Loyola University of Chicago, & Region IV serenade NCURA

REGION V Southwestern



Region V with an ode to the NCURA Staff

REGION VI Western



Region VI

REGION VII Rocky Mountain



Region VII

As the memory of the annual meeting quickly fades (seems so long ago already!) and the reality of the end of the first half of FY99 sets in, we in Region VII are busy planning and preparing for the Regional Meeting in Coeur d'Alene Idaho in April. This is a wonderful site.....a world class resort set on a pristine lake in the beautiful Rocky Mountains. The program being prepared by our colleagues in Region VI promises to be stimulating, with timely and useful information for us all. I urge you to mark April 17-20 on your calendars. Information related to the meeting is available on the Region VI web page at www-era.stanford.edu/r6ncura and the Region VII web page at www.unm.edu/~ncuravii.

I would like to thank all of the Region VII members who attended the annual meeting for their active participation in the business of NCURA. With the help of the new "box lunch" format, we had a great crowd at the regional business meeting, and I was extremely pleased at everyone's willingness to get involved in the business of the organization (what a glee club!!). Remember, this is our organization, it can be as great as we choose to make it. I am therefore again urging all of you to get involved. If you have any thoughts or ideas related to NCURA or our profession, don't keep them to yourself. Contact one of the regional officers and share with us. If you just want to volunteer, but are unsure how to become active, let us know.....we'll find a way for you to become involved.

Hope you have a great winter, and I look forward to hearing from you.

Brian Farmer is Chair of Region VII and is Manager, Grants & Contracts Finance Administration at the University of Idaho.

CALL FOR NOMINATIONS FOR THE OUTSTANDING ACHIEVEMENT AWARD IN RESEARCH ADMINISTRATION

Marianne Rinaldo Woods

Nominations are invited to recognize an individual at the 41st Annual Meeting for Outstanding Achievement in Research Administration. This award is presented annually to a current or former NCURA member who has made significant contributions to the profession of research administration and who has demonstrated noteworthy service and dedication to NCURA. Past recipients include Julie Norris, Tony Merritt, Dennis Barnes, George Drummer and Eric Rudy.

Please submit nomination letters to Kathleen Larmett, Executive Director, at the NCURA office. Letters may be submitted by one or more persons who have personal knowledge of the nominee and should include a personal statement of the reasons why the nominee should be considered for special recognition. Two supporting letters from individuals in a position to comment on the nominee and their role in research administration should accompany the nomination.

The basis for the nomination should be a record of outstanding service and/or specific noteworthy accomplishments in research administration. Special attention should be given to how the nominee contributed to NCURA and its professional ethics and ideals. Please include an abbreviated but complete resume of the nominee, which includes their educational background and professional service.

Previous nominees may be renominated by the submission of a revised nomination letter. A copy of previous support letters unrevised should be attached. Any new supporting letters will also be considered. Nominations and supporting documentation must be received at NCURA before April 1, 1999. Please direct all inquiries concerning this award and/or nomination process to either Kathleen Larmett, Executive Director of NCURA at 202/466-3894 or Cheryl-Lee Howard, President of NCURA at 410/516-8668.

Purpose and Criteria

The Outstanding Achievement in Research Administration is presented to a current or former member of NCURA in order to recognize and promote outstanding achievement in research administration.

The award will be given to an individual who has made noteworthy contributions to research administration as evidenced by publications, presentations, and service in research administration to the individual's home organization, NCURA,

and other organizations directly related to research administration.

Eligibility

All members of NCURA, including emeritus members, are eligible to receive the award.

Nominating Procedures

Nomination materials are to be collected and assembled by the nominator and sent to: NCURA, One Dupont Circle, NW, Suite 220, Washington, D.C. 20036.

Nominators are responsible for:

1. Submitting Nomination Form
2. Submitting at least two letters of support, including at least one letter from the home organization, discussing accomplishments of the nominee based on the selection criteria described in Purpose and Criteria.
3. Providing a nominator's statement of 300-400 words listing the accomplishments of the nominee based on the selection criteria described in Purpose and Criteria. Nominator is also responsible for ascertaining that

the nominee would be available to personally accept this Award at the Annual Meeting in November 1999; and, providing the nominee's resume.

NOMINATIONS MUST BE RECEIVED BY April 1, 1999.

Selection Procedure

The seven regional representatives to the Executive Committee and the President or the President's designee will review the nominations and recommend a finalist to the NCURA Officers for their approval.

Nature of Award

The Recipient of the Award shall receive a plaque at the Annual Meeting, a one-year membership in NCURA, travel costs and one night's lodging at the Annual Meeting. Her/his name will be placed on a master plaque at the NCURA Office. The recipient will be given the opportunity to make a brief statement at the Award ceremony.

Marianne Rinaldo Woods is Director, Research Administration & Sponsored Projects at the University of Texas at Dallas.

The 1998 Recipient of the "Catherine Core Minority Travel Award Program"

Joan F. Warfield

Congratulations to Bindi Desai of the New England Medical Center. Ms. Desai is the first recipient of the Catherine Core Minority Travel Award Program. The officers of NCURA and the Membership Committee welcomed the 1998 Travel Award recipient to the 40th Annual Meeting held in November at the Washington Hilton and Towers Hotel.

Bindi is the Administrative Coordinator in the Department of Medicine at the New England Medical Center. She has been in her current position for one year. Her responsibilities and duties include: monitoring and reviewing of grant proposal budgets; providing assistance to faculty; assisting the Research Finance Office to resolve outstanding financial issues; monitoring compliance issues; performing funding searches and distributing of the electronic version of funding sources to faculty.

Ms. Desai was escorted to NCURA's 40th Birthday Ball by Mr. James Grayson, Director of Grants and Contracts at the New England Medical Center.

The Catherine Core Minority Travel Award is designed to increase diversity of NCURA's membership by providing monetary support and an opportunity to attend its Annual Meeting. The officers and the Membership Committee hope that the experience, information obtained, and the friends made by Bindi far exceeded her expectations.

Joan F. Warfield recently completed her term as Chair of NCURA's Membership Committee. Joan serves as Senior Sponsored Projects Officer at the Johns Hopkins University.

Joan Warfield, 1998 Membership Committee Chair; Bindi Desai, 1998 Travel Award Winner; Mary Husemoller, 1998 NCURA President



Editors Note:

At NCURA's 40th birthday celebration, each of the regions presented a skit in honor of the occasion. Region I offered a research administration variation on the famous song from Gilbert and Sullivan's *The Pirates of Penzance*, "I am The Very Model of a Modern Major General." The wonderful world of research administration is generally not the stuff of which comic opera is made, but our colleagues in Region I, under the direction and guidance of Regional Chair Sally Tremaine (with just a little help from William S. Gilbert) have changed all that. Enjoy!

THE VERY MODEL OF A MODERN CONTRACT SPECIALIST

Sally S. Tremaine

I am the very model of a modern
contract specialist
I look at grants most everyday from
dedicated scientists
I know department chairs and I rub elbows
with the highest deans
And get proposals out the door by
using every way and means
I'm very well acquainted with our
research university
I understand the rules and regs and
all their strange complexity
My head is filled with CAS and FAR
and contract terminology
And many useless facts from A-110
to A-133.

Chorus: And many useless facts from
A-110 to A-133
And many useless facts from A-110 to
A-133
And many useless facts from A-110 to
A-one thirty, thirty-three

When PI's lose their grants, I blame
the agencies piratical
When funded, I applaud their work
no matter how fanatical
In short I'm part psychologist and
budgetary analyst
I am the very model of a modern
contract specialist.

Chorus: In short I'm part
psychologist and budgetary analyst
I am the very model of a modern
contract specialist

I'm very good at using IRIS to
locate a funding source
I know how to negotiate agreements
easy to enforce
I know the ins and outs of human
subjects and the IRB
The transfer of technology is my
responsibility

I surf the net and down load forms
and educate our faculty
To get updates from NSF with
modern push technology
When auditors come into town
to question our abilities
I quickly hide the evidence and talk
of technicalities.

Chorus: I quickly hide the evidence and
talk of technicalities
I quickly hide the evidence and talk
of technicalities
I quickly hide the evidence and talk
of technicali- cali-ties

I listen to the Provost rant and rave
about the fed'ral rules
And smile when my position's cut to
pay for new computer tools
In short I'm part psychologist and
budgetary analyst
I am the very model of a modern
contract specialist.

Chorus: In short I'm part psychologist
and budgetary analyst
I am the very model of a modern
contract specialist.

*Sally S. Tremaine is Region I Chair and
Associate Director in the Office of Grant
and Contract Administration at Yale
University.*



*Model of a Modern
Contract Specialist*

CYBER-place 

Federal Commons– An Update

(Continued from page 2)

The Federal Commons will provide the focus for agencies to develop common face electronic grants systems. Such a common face will facilitate use of these systems by the extramural grants community, as well as allow for more effective use and sharing of resources among agencies. The Federal Commons will clarify agency commitment to common data definitions. It will also be clear which technologies will be supported. We hope that this will provide the confidence in the commitment of agencies to introduce a choice of defined technologies acceptable to recipients, and to convey understanding of the technologies required to build complementary electronic grant management systems at their organizations.

In the next few months, you will see a domain called fedcommons.gov. Initially there will be links to agency Web sites and a demo version of our approach to common business processes. During the first half of 1999, we expect to deploy the first common grant modules: user registration, status query, organizational profile and professional profile. Following the initial deployment, an assessment report will be written. The report will address the following topics: key technology accomplishments, results of testing with customers, recommendations regarding architecture and software tools, and future tasks. We fully expect this to be a blueprint for the future of electronic grants administration. With your continued help we will build this together into a true common face approach to grants.

Jerry Stuck is Deputy Director, Division of Information Systems, National Science Foundation. He recently completed a one-year detail as Electronic Research Administration Coordinator for the Federal Demonstration Partnership. George Stone, in the Office of Policy for Extramural Research at the National Institutes of Health, assisted in the preparation of this article.

NCURA celebrates it 40



*40th Annual Meeting Program Committee,
(backrow left to right) Danny Powell, Andrew
Rudczynski, Kathleen Larmett, Gunta Liders,
Cheryl-Lee Howard, Darron Wheeler, John Case,
Anthony Merritt
(front row left to right) Judy Fredenberg,
Jean Feldman, Tara Bishop, Cynthia White*



*NCURA 40th Annual Meeting Program Chair,
Cheryl -Lee Howard, introduces Keynote Speaker,
Joseph Bordogna,*



*NCURA Past Presidents (back row left to right)
Earl Freise, Allen Sinisgalli, Fred Bentley, Steve
Erickson, Richard Seligman, Kim Moreland, Steve
Smartt, Clark Mc Cartney, Anthony Merritt,
Dennis Barnes, Fred Sudermann, Eric Rude,
Steve Hansen,
(front row left to right), Julie Norris,
Mary Ellen Sheridan, Jane Youngers, Ardis Savory*

th Anniversary Meeting



At the new member's reception, Barbara Gray, Region III Chair, and Olivia Pope, Region III Membership Committee Representative, present Sandra Hodge (center), with a complimentary registration for the Region III Spring Meeting.

Discussion Group participants enjoyed a lively exchange.



A senior research administrators session brought information and humor.

Almost half of Annual Meeting attendees participated in Workshop '98



Life On The Margin

John Fini

The recent Newsletter article highlighting the Publications Committee noted that communication is the backbone of an organization. While that is true, one could certainly propose that “margin” is the lifeblood of the organization. The annual margin, the amount of revenues in excess of expenditures, is the fuel that helps to propel the organization forward. New programs, expanded initiatives, and enhancements to existing activities are all made available through a positive margin.

A growing concern of the Finance & Budget Committee (F&B) is the reduction of the NCURA operating margin over the recent budget cycles. One of the primary responsibilities of F&B is to track the changes in the vital signs and supply pathways of this critical element--the margin. But, it is more than just recording fluctuations that focuses the efforts of F&B. The F&B strives to highlight opportunities for growth as well as cost containment. The two are not mutually exclusive, but the balance is delicate.

One way to portray the concern of F&B is with a simple declarative statement: “No Margin, No Mission.” You might think this emanated from a crass business tycoon. It did not. It is borrowed from the president of my hospital, who in turn, borrowed it from a nun who managed an inner city health center. Her elegantly simple message reminds us all that in order to sustain our organizations, we need a pool of working capital.

Now you might ask, what does this comment have to do with NCURA? It has more applicability than you might think and here's why. The current FY99 operating budget for NCURA projects an operating margin of just under 1.5%. This represents only \$20,000 in real dollar terms on an annual budget that exceeds \$1.4 million. A margin this small does not offer sufficient flexibility for either the in-coming President or Vice-President to take advantage of emerging opportunities.

This does not suggest NCURA is in a short-term financial predicament. In fact, NCURA has funds in both a short and long-term reserve to draw upon in case of an emergency. This practice is not uncommon for organizations. In addition, reserves are for capital projects. It is not the intent of NCURA to deplete its reserves. The goal is to enhance the reserves for long term security. The actions that Mary Husemoller and Cheryl-Lee Howard have taken in the area of strategic planning reinforce the long term growth plan for NCURA.

The F&B anticipates that new programs and initiatives will emerge from the Strategic Planning process currently underway. How these initiatives are prioritized should not be made solely on the basis of cost. Unfortunately, with such a small margin, it is likely that cost will be weighed far more heavily than it should be. That is not a healthy long term mode of operation for NCURA.

What has been evident over time is that the pressure of rising costs, coupled with the desire to offer minimal increases in dues and meeting fees, has put an undue constraint on revenue growth. Additionally, optimistic future year budgeted revenue forecasts have not always come to fruition. Until such time as the means by which growth of the margin can be encouraged and facilitated, expenses should remain level. Expenses should also be redirected from selected items of infrastructure support to areas that support growth initiatives.

F&B's message over the past year has been straight forward--the time for NCURA to think about growing our margin is now, while we have the resources available to support key strategic decisions. If we wait to address the diminishing margin aspect until after the millennium, we may forfeit valuable resources on activities that do not significantly enhance our mission or our long term goals.

For those of you not familiar with F&B, it is one of the six NCURA Standing Committees. It has as its principal charge the oversight of the Council's fiscal matters; the review of the annual budget (s); the review of the annual audit and Treasurer's reports; and the development of long range financial strategies. The Committee membership is comprised of the Regional Treasurers, the National Treasurer in an ex officio role, and a Chair appointed by the President.

A significant consideration and decision made by F&B last year was to re-evaluate how to perform its charge. It became evident early in the budget review process that a “virtual environment” would work well, and probably better, than a one time face to face gathering at the Spring Committee meeting. The use of E-mail allowed the budget discussions to occur over a longer time period, and at times convenient for the individual members. It also allowed the National Office staff more time to provide detailed information, which may not have been available within the confines of a convened meeting. Thus, we were able to facilitate a deeper review of the budget and assumptions through this process.

Of course, an added benefit was saving close to \$8,000 in F&B travel costs. While \$8,000 might not seem significant, it does represent 40% of the total NCURA operating margin. The savings could become far more significant if other electronic means of committee communication and deliberation were aggressively pursued by all committees. F&B is proud to be forward thinking in how it conducted its committee activities while saving valuable resources. If not F&B, then who?

The F&B has strongly encouraged other NCURA committees to begin to review the benefits of conducting a majority of their activities in a virtual environment. Whether the medium is E-mail, teleconference, or other evolving technologies, the method can be reviewed by each Chair. After all, if Electronic Research Administration (ERA) currently serves as one tenet of our organization, so should electronic administration guide NCURA's operating practices.

An even more aggressive example of cost reduction would be to scale back or even eliminate the Spring Executive and Standing Committee meetings. While this may seem radical, NCURA's Bylaws state that the Executive Committee need meet only twice a year, not three times per year as has been tradition. Also, NCURA's Administrative Policies specify that Standing Committees need to report only once a year to the Executive Committee and not the three times per year that is currently happening. Over time many ad-hoc or informal meetings have evolved into an expensive set of activities without a full determination of the added value as balanced against the cost. Supplanting a traditional meeting with a virtual meeting should not necessarily diminish the value of the information exchange.

F&B would not be carrying out its role if it did not recommend that cost savings should be aggressively pursued in all areas of the budget. But cost reductions are not enough. More non-traditional ways of “doing business” should be explored. The more we maximize saved funds, the higher the reinvestment into program activities. F&B strongly suggests NCURA look inward before discussions regarding increasing meeting fees or dues commence. This fiduciary responsibility and self-examination rests not just with F&B but with each NCURA officer, committee chair, and regional representative.

On the regional front, F&B serves as facilitator for regional financial issues. As many of you know, the Executive Committee recently approved a more favorable and flexible investment policy.

This policy was developed as a result of the efforts of the Task Force on Long Range Financial Planning (LRFP), chaired by Alice Tangredi-Hannon of Brown University. F&B is serving as the coordinating gateway for the implementation and actual investment decisions at the Regional level.

Each Region, guided by its Regional Treasurer and Chair, and in concert with the Investment Policy statement, can determine the best scenario and allocation of funds over the available investment pools. Most Regions have between \$10,000 and \$20,000 available for investing in Large Cap Stocks, Intermediate Bonds, and Money Market funds. It is expected that a solid level of long and short-term income streams will now begin to come to fruition as a result of these actions.

The F&B also wants to help shape the strategic view developed for NCURA by the Officers and the Executive Committee. An important question to ask is whether F&B is optimally comprised to support long-term financial growth. As the NCURA financial structure becomes more complex, a different committee structure for financial

oversight may need to evolve. The LRFP Task Force is a prime example of the power of Ad-Hoc committees. The LRFP had a focused mission that did not match up well with the charge of F&B. More reliance on focused task force groups, with either shorter or longer terms, should be considered, given the increasing financial complexities of NCURA. This would not diminish the value of the regional financial representation, it just means that the structure of F&B would adapt to meet the evolving needs of NCURA.

Elsewhere in this Newsletter, you can read about NCURA's Strategic Plan. A key assumption in that plan is that

NCURA will need to ensure its financial security and stability in order to continue to serve its members. As NCURA begins the implementation of this plan, one can not predict with certainty what the role and composition of F&B will be in the future. However, until that time arrives, be assured that F&B will continue to highlight the need for budget vigilance in every area of NCURA activities.

In closing, normally you would see a picture of our committee with our names listed below the picture. I assure you, we are a very handsome and photogenic group. But, the price we paid to save \$8,000 means you won't be able to see us, since we were not there for picture taking ceremonies. Instead, a simple roll call, listing the continuing, incoming, and out-going members, all of whom have worked very hard on your behalf, follows:

Continuing members: Louise Griffin (I), Joanne Altieri (IV), Judy Fredenberg (VII), John Fini, Chair

In-coming members: Gunta Liders (II), Tim Conlon (III), Debbie Jennings (V), Hal Gollos (VI), F. John Case, Treasurer

Out-going members: Bonnie Seward (II), Tom Roberts (III), Gary Carter (V), Georgette Sakamoto (VI), Josephine Barnes (At-Large), Cordell Overby (At-Large), Mareda Weiss, Treasurer

John Fini is Chair of NCURA's Finance and Budget Committee. He is also Financial Director, Grants and Contracts at the Massachusetts General Hospital.



...from the cover

Strategic Planning

(continued from page 1)

strategic plan. These goals are outcome oriented. They are:

NCURA will be recognized as the leading information source concerning the research administration profession.

NCURA will be its members's primary resource for professional education, knowledge exchange, and individual development.

NCURA will be financially secure and stable in order to carry out its mission.

Strategies were then developed for each goal statement that defined how NCURA will organize and focus its resources and actions in order to maximize its effectiveness and efficiency in achieving each goal. Milestones were also developed that will measure the ongoing progress toward the achievement of each goal.

NCURA's infrastructure was reviewed to determine if changes would be needed to align the infrastructure with the strategic plan, including structure, membership, governing process, and staff structure. The consensus was that more time was needed

to explore this issue and it will be fully addressed at the upcoming winter Executive Committee meeting.

We believe that the plan builds on NCURA's successful history and identifies the strategic areas where the organization should focus over the next 36 to 60 months in order to continue its excellence and success. The Committee is currently reviewing the written document that Mr. Crouch compiled from our two days of discussions. As soon as that review is completed, the Strategic Plan will be posted on the NCURA Web Site for your perusal. We anticipate that this will take place sometime in February. The Newsletter will provide information on the availability of the Strategic Plan on our Web Site.

Mary Husemoller is Immediate Past President of NCURA. She is Director, Sponsored Projects Administration at the University of Nevada, Reno.

Title to come

(continued from page 1)

This year we want the NCURA membership to participate directly in shaping this year's annual meeting. We have established an on-line program suggestion box (thanks to technical assistance from David Wright at Emory University) to solicit your comments. To provide your input please visit the NCURA web site: <http://www.ncura.edu>, select "Program Suggestion Box" and help us plan the very best NCURA conference yet.

With Veteran's Day falling on Thursday, our program schedule will be adjusted to provide more program and workshop opportunities at the beginning of the conference.

During the months ahead you will continue to receive updates from the 1999 national conference co-chairs, Dick Keogh and Jean Feldman. I would encourage you to mark your calendars for November 6-10, 1999 and begin to make plans to attend the last NCURA conference of this century.

Nancy Wilkinson is NCURA Vice President and Assistant Vice President for Research, and Director, Office of Sponsored Programs at Emory University.

1999 Standing and Select Committees

EXECUTIVE COMMITTEE:

President: Cheryl Howard, *The Johns Hopkins University*
Vice-President/President-elect: Nancy Wilkinson, *Emory University*
Secretary: Tommy Coggins, *University of South Carolina*
Treasurer: John Case, *Desert Research Institute*
Immediate Past President: Mary Husemoller, *University of Nevada, Reno*
At Large Member: Regina White, *University of Vermont*
At Large Member: Milton Cole, *Villanova University*
Chair, Finance and Budget: John Fini, *Massachusetts General Hospital*
Chair, Nominating Committee: JoAnn Moretti, *Harvard University*
Chair, Membership Committee: Cindy White, *Washington University*
Chair, Professional Development Committee: Chris Hansen, *University of California, Irvine*
Chair, Publications Committee: Carol Quintana, *New Mexico State University*
Chair, ERA: Kim Moreland, *University of Kansas*
Region I Representative: Sally Tremaine, *Yale University*
Region II Representative: Michael Crouch, *University of Pittsburgh*
Region III Representative: Priscilla Pope, *University of South Florida*
Region IV Representative: Gail Mitchell, *Northern Illinois University*
Region V Representative: Marianne Rinaldo Woods, *University of Texas at Dallas*
Region VI Representative: Carol Zuiches, *Washington State University*
Region VII Representative: Brian Farmer, *University of Idaho*

FINANCE AND BUDGET COMMITTEE:

Chair: John Fini, *Massachusetts General Hospital*
Region I: Louise Griffin, *University of Massachusetts, Lowell*
Region II: Gunta Lidars, *University of Rochester*
Region III: Tim Conlon, *University of Virginia*
Region IV: Joanne Altieri, *University of Kansas*
Region V: Debbie Jennings, *University of Oklahoma, Norman Campus*
Region VI: Hal Gollo, *Pacific Graduate School of Psychology*
Region VII: Judy Fredenberg, *University of Montana*

NOMINATING COMMITTEE:

Chair and Region I Rep: JoAnn Moretti, *Harvard University*
Region II: Garry Sanders, *University of Albany, SUNY*
Region III: Kent Walker, *University of NC, Chapel Hill*
Region IV: Pat Conway, *University of Illinois @Chicago*
Region V: Sondra Ferstl, *Texas Woman's University*
Region VI: Mary Nunn, *Oregon State University*
Region VII: Kathi Delehoj, *Colorado State University*

MEMBERSHIP COMMITTEE:

Chair: Cindy White, *Washington University*
Region I: Bill Corbett, *Dana Farber Cancer Institute*
Region II: Janet Simons, *University of Maryland, Baltimore*
Region III: Barbara Clayton, *Florida A&M University*
Region IV: Glenda Luecke, *Washington University*
Region V: Marsha Davis, *Baylor College of Medicine*
Region VI: Georgette Sakumoto, *University of Hawaii*
Region VII: Janie Morales-Castro, *Arizona State University*

PROFESSIONAL DEVELOPMENT COMMITTEE:

Chair: Chris Hansen, *University of California, Irvine*
Region I: Dean Kleinert, *Central Connecticut State University*
Region II: Ernie Johnson, *Pennsylvania State University, Milton S. Hershey Medical Center*
Region III: Catherine Thurman, *Florida International University*
Region IV: Dorothy Spurlock, *Eastern Michigan University*
Region V: Susan Sedwick, *Texas A&M University, Kingsville*
Region VI: Paula Burkhart, *University of Oregon*
Region VII: Ann Powell, *University of New Mexico*

PUBLICATIONS COMMITTEE:

Chair: Carol Quintana, *New Mexico State University*
Region I: John Carfora, *Dartmouth College*
Region II: Pat Laughlin, *Carnegie Mellon University*

Region III: John Childress, *Vanderbilt University*
Region IV: Carol Willeke, *Miami University*
Region V: Vicki Cox, *Baylor College of Medicine*
Region VI: John Bees, *Desert Research Institute*
Region VII: Missye Bonds, *U of Colorado at Colorado Springs*

ERA COMMITTEE:

Chair: Kim Moreland, *University of Kansas*
Steve Dowdy, *Massachusetts Institute of Technology*
Charlie Graham, *Louisiana State University and A&M College*
Jean Humphries, *Arizona State University-East*
Sue Keehn, *Community of Science*
Susan Krause, *Baylor College of Medicine*
Erin Lindsay, *California Institute of Technology*
Andy Rudczynski, *Rutgers, The State University of New Jersey*
Bill Schulze, *University of Nevada, Las Vegas*
Pamela Webb, *University of California, Santa Barbara*
Steve Hinnenkamp, *Johns Hopkins University*
Denise Clark, *Cornell University*
Dick Keogh, *Rhode Island College*

TASK FORCE ON STRATEGIC FINANCIAL PLANNING:

Chair: Alice Tangredi-Hannon, *Brown University*
Marenda Weiss, *University of Wisconsin, Madison*
John Case, *Desert Research Institute*
John Fini, *Massachusetts General Hospital*
Don Allen, *University of Washington*

TASK FORCE ON STRATEGIC SYSTEMS PLANNING:

Chair: Nancy Wilkinson, *Emory University*
Committee To Be Announced

TASK FORCE ON MINORITY PARTICIPATION:

Chair: Josephine Barnes, *Southern Illinois University at Edwardsville*
Dorothy Spurlock, *Eastern Michigan University*
Georgette Sakamoto, *University of Hawaii*
Marianne Rinaldo-Woods, *University of Texas at Dallas*

NCURA Calendar

1999

February 15-17

Fundamentals of Sponsored
Project Administration,
Orlando, Florida

April 17-20

Region VI & VII Joint
Spring Meeting,
Coeur d'Alene, Idaho

April 18-20

Region II Spring Meeting,
Pittsburgh, Pennsylvania

April 26-28

Fundamentals of Sponsored
Project Administration,
Portland, Oregon

May 1-4

Region IV Spring Meeting,
St. Louis, Missouri

May 16-19

Region V Spring Meeting,
Tulsa, Oklahoma

May 16-20

Region III Spring Meeting,
St. Simons Island, Georgia

June 6-9

Region I Spring Meeting,
Portland, Maine

June 21-23

Fundamentals of Sponsored
Project Administration,
Albuquerque, New Mexico

November 7

Workshop '99,
Hilton Washington,
Washington, DC

November 7-10

41st Annual Meeting,
Hilton Washington,
Washington, DC



NEWSLETTER DEADLINES:

February/March

Submission of Articles: *February* ___

Space Reservation for Ads: *February* ___

Submission of Display Ads: *February* ___

The National Council of University Research Administrators (NCURA), founded in 1959, is an organization of individuals with professional interest in problems and policies relating to the administration of research, education and training activities at colleges and universities.

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The *NCURA Newsletter* accepts advertisements for products and services pertinent to university research administration. In addition, display advertisements (including those for position openings) only will be published. The minimum rate is \$200. For additional information, please contact the NCURA office at:

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- Website: www.ncura.edu

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NCURA BEGINS SEARCH FOR NEWSLETTER EDITOR

Carol Quintana

Dick Seligman's term as Editor of the NCURA Newsletter will end December 31, 1999. In order to assure a smooth transition, the Publications Committee has begun a search for his successor. All members are encouraged to consider volunteering, or nominating a colleague, for this most vital position. The term of appointment will run from January 1, 2000 through December 31, 2002. The duties and responsibilities of the Newsletter Editor are listed below along with a nomination form. If you would like further information, please contact Dick Seligman at the California Institute of Technology, Carol Quintana, Chair of the Publications Committee, at New Mexico State University, or Kathleen Larmett at the NCURA Office.

Duties and Responsibilities:

The editor of the NCURA Newsletter shall have overall responsibility for the ongoing nature of the Newsletter and a demonstrated ability to involve other members of the organization in contributing to a common goal.

The Editor of the NCURA Newsletter should be a person:

who knows the policies and operations of the organization and the issues of current importance to research policy and administration; and who has some understanding of the publication process.

The Editor of the NCURA Newsletter shall be responsible for:

- the quality and content of the Newsletter, including the assignment of appropriate columns and columnists;
- the timeliness of the Newsletter;
- identifying specific topics of interest to the membership and selecting people to write on these topics;
- involving the membership in contributing information and news items;
- insuring balance in reporting;
- working cooperatively with the President and Executive Director so that organizational news is given appropriate coverage;
- working cooperatively with the Managing Editor, who is responsible for the production of the Newsletter, e.g., layout, advertisements, proofing;
- editing newsletter copy, as appropriate, in cooperation with Managing Editor; and

consulting with the Publications Committee before implementing any significant departures from current practices.

DEADLINE: Nominations for Newsletter Editor must be received by March 31, 1999.

The Publications Committee will review the nominations and make a recommendation to the President, who will appoint the Editor. To assist the Publications Committee in its deliberations, nominees will be requested to submit a brief curriculum vitae, and to provide a statement addressing the following questions:

What skills and experience would you bring to the position of Newsletter Editor?

What do you consider to be the strengths and weaknesses of the NCURA Newsletter?

How would you address any perceived weaknesses?

Carol Quintana is Chair of the NCURA Publications Committee and Associate Director, Arts & Sciences Research Center at New Mexico State University.

NOMINATION FORM B NEWSLETTER EDITOR

I would like to nominate: _____

Institution: _____

Qualifications and comment for your nominee: _____

Please print or type your name: _____

(Your name will be held in strict confidence)



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