NCURA Annual Election Outcome

Fife Wins NCURA Vice Presidential Election

Jerry Fife, Assistant Vice Chancellor for Research Finance and Interim Assistant Vice Chancellor for Information Technology Services for Vanderbilt University has been elected Vice President/President-elect of the National Council of University Research Administrators. The current chair of NCURA’s Neighborhood Program Committee, Jerry has been a member since 1987 and has served NCURA in a number of ways over the past 15 years. Currently, serving on the Fundamentals of Sponsored Project Administration Workshop, Jerry has also Chaired the Financial Research Administrator's Conference, served as an Annual Meeting Program Committee member, is co-Editor for Federal Grants News for Colleges and Universities, and has taught numerous workshops both in person and on NCURA’s live television broadcasts.

Fife believes NCURA’s innovative programming is key and will continue to support and expand those endeavors and to communicate with the members, “I will take every opportunity to talk and listen to members in order to gain their input and use this input in guiding NCURA in continuing to provide effective professional development activities.”

Christina Hansen, Assistant Vice Chancellor for Research Administration, University of California-Irvine, will fill the office of Secretary. Hansen, a member since 1979, supports NCURA’s 

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Ada Sue Selwitz to Receive Award for Outstanding Achievement in Research Administration

NCURA’s highest honor will be awarded to Ada Sue Selwitz, Director, Office of Research Integrity at the University of Kentucky. The presentation will be made during NCURA’s 45th Annual Meeting in advance of the Monday Opening Session, on November 3rd.

Ada Sue began her career in 1972 as a Graduate Research Assistant for the University of Kentucky and spent time at Berea College and Kentucky and Trident Technical College doing one of the things she has become so admired for...teaching others.

1978 brought Ada Sue back to the University of Kentucky where over the next 25 years, she made countless contributions to the community. Ada Sue has received numerous National Awards and shared her expertise with many federal agencies including the National Institutes of Health, Office of Human Research Protection, Office of Research Integrity and Department of Veteran Affairs.
Knowledge Is Capital
by Bob Killoren

Earlier this year I talked about how NCURA is like a family. While this concept is very real for many of us, getting together for a family reunion each November is probably not reason enough to justify your institution’s spending scarce resources for a trip to Washington, D.C. So why come to the NCURA annual meeting? Why purchase a subscription to an NCURA video series or online education program? Why even become or continue to be an NCURA member?

Let’s face it, when economic times get tough, institutions and organizations have to act more than ever with sound business sense to ensure their continued survival. This means having a strong financial rationale for every expenditure and investment made. When a business spends money it looks primarily at its return on investment. The greater the return on investment, the higher the priority within the business that the expenditure provide some benefit to the company. Obviously, capital expenditures rank high in the best-buys category, because they are an investment in the future. So what does NCURA have to offer as a “business” to you and your institution? Knowledge Capital!

The concept that knowledge is capital suggests a number of things. First, it infers that knowledge is “first and foremost” among all the things we deal with. Certainly in research administration what we know makes all the difference. Those that called our age the “Information Age” missed the boat. Information is just so much useless bits of information unless it is grasped, digested, and understood. Information is simply the intermediary to knowledge. This is really the Knowledge Age. Knowledge holds the real primacy.

So, even though there’s a world of information out there – what good is it if you can’t find it? If you can’t sort it out? If you can’t understand it? The Web is a great storehouse of data, but who has the time to sort through it all, to follow all the trails to see where they lead, to get the right interpretation on the most important matters?

Certainly, to create, gather, and disseminate knowledge about research administration is a principal function of NCURA. The research administrators who first gathered together and formed NCURA 45 years ago did so because they wanted to share information with one another about their jobs - so that they could learn from one another through the power of sharing knowledge, wherein the knowledge of one is the knowledge of all.

The idea of knowledge as capital also suggests that knowledge is what gives companies their edge...Finally, knowledge as capital suggests that knowledge is a financial asset, a source of wealth.

Likewise, our researchers are seeking funds in one of the most highly competitive marketplaces in the world. The difference between funded and un-funded projects gets narrower and narrower each day. Many times, what gives a proposal an edge is one of the many intangibles that enter into the picture, and sometimes these are the little things that research administrators can add to the mix. Our knowledge of funding priorities, about details in the proposal guidelines, and about what agencies happen to be looking for in the next funding cycle can actually make a difference.

Where can a research administrator tap into all this knowledge capital? I can think of no better place than NCURA. NCURA brings together the best minds, from the university world, from the research world, from the business world, from the federal government and makes this knowledge capital available to research administrators. NCURA creates, gathers, and shares knowledge, which from the very beginning that has been our primary function.

Finally, knowledge as capital suggests that knowledge is a financial asset, a source of wealth. So far, I’ve been talking about knowledge capital that is related to information, but there is also human capital. Touraj Nasseri, who teaches a knowledge management course at the University of Alberta, states, “Human capital consists of individual talents, knowledge and skills. Personality traits, emotional attributes and individual values are also parts of human capital, as they influence performance and behavior.”

What you learn as part of your professional development improves your value as a financial asset to your institution. This is good for you and for your institution. Making you a better, more knowledgeable, and more effective research administrator is one of the best investments you and your institution can make. The NCURA annual meeting offers sessions that cover the full spectrum of what you need to develop your talents, knowledge and skills – enhance your personality traits, emotional attributes, and individual values to make you a productive worker, leader, and team player.

Now more than ever – because of the explosion of information in the research administration field and because of the highly competitive world of research grants and contracts – you and your institution need to invest in knowledge capital, especially of the kind and quality you can only get from NCURA.

Bob Killoren is the President of NCURA and serves as the Assistant Vice President for Research, Pennsylvania State University.
RESEARCH FUNDING OUTLOOK

Was there ever a time when one could know, three weeks prior to the end of the federal fiscal year, what the funding levels would be for the approaching new year? I’m sure there was, but who can remember those simpler times? The current situation with respect to the President’s budget proposal and appropriations action in Congress is fairly typical – some large differences between the Administration’s budget for certain agencies or programs and House and Senate proposals. Adding to the uncertainty is the seemingly unknown need for additional funds for operations in Iraq, and the ever-increasing budget deficit being forecast for at least the next few years. That being said, here is what we know so far about the research agenda at the primary funding agencies:

NIH: With completion of the five-year doubling of NIH funding, the President and Congress are putting on the brakes. The President proposed and the House approved a 2.5% increase; the Senate Appropriations Committee approved a 3.7% increase. Senators Specter and Harkin are expected to offer an amendment to add $1.5 billion in funding. Realistically, even if the amendment passes, we will be fortunate to get much more than a 3.7% increase. Perhaps even more troubling, the House narrowly defeated an amendment to the legislation that would have blocked funding for five specific peer-reviewed NIH studies.

NSF: Last year an NSF authorization bill was passed that included a promise to double NSF funding in five years. However, the House provided a 6.3% increase in the VA/HUD bill for NSF, healthy but not nearly enough for a serious start to doubling NSF’s budget. The President’s budget proposed a 3.2% increase, and there’s been no action in the Senate, which is expected to be a little more generous.

Defense: The House-passed Defense Appropriations bill provides a 1.9% increase for DOD research, which seems miniscule until you consider the 4.6% reduction adopted by the Senate.

NASA: The House provided $7.7 billion (an 8.5% increase) for Science, Aeronautics, and Exploration in the VA/HUD/Independent Agencies bill. The Appropriations Committee included supportive language regarding NASA’s Graduate Student Research Program and Earth Science Fellowships, and directs NASA to evaluate and report on the value of expanding its use of graduate fellowships to all NASA science offices. The Senate has taken no action on the VA/HUD bill.

Homeland Security: For the new Department of Homeland Security’s Science and Technology Directorate, the House would provide $911 million and the Senate $866 million. The Senate bill includes $55 million for Homeland Security Fellowship and University Programs, an increase of $20 million above the House and $45 million above the President’s request.

Energy: The House-passed Energy and Water Appropriations bill increases funding for the Department of Energy’s Office of Science by a respectable 5.9%, while the Senate Appropriations Committee has proposed a 2.3% hike.

A mixed picture, to be sure. So far there is not much talk about continuing resolutions should the legislation stall beyond September 30, and since we are not yet in full election campaign mode, there is hope that all or at least most of the appropriations bills will be enacted in time.

University Expenditures Fill the Gap

A review of recently published data on research expenditures by the National Science Foundation also tells a good news-bad news story. As reported by NSF in InfoBrief 03-327, research expenditures at universities and colleges continued their upward growth in FY 2001, reaching $32.7 billion, an increase of 9% over FY 2000. Federal agencies provide about 59% of that total, or just over $19 billion, a growth rate of about 7% in constant dollars. That is the good news. More troubling, however, is the fact that universities now provide about 20% of the total research support, about $6.5 billion. I say troubling because, to quote from a recent study by the Cornell Higher Education Research Institute (http://www.ilc.cornell.edu/cheri) “Controlling for inflation, the average research-and-development expenditure per faculty member across 228 major research universities more than doubled between the academic years 1970-71 and 1999-2000, paralleling the increases in general expenditures per faculty member that took place at those institutions. However, in spite of the generous external support that universities have received for research, during the same period the average institutional expenditure on research per faculty member more than tripled. As a result, the portion of the average university’s research paid for with institutional funds rose from about 11 percent to almost 21 percent. Academic institutions are bearing an increasing share of the costs of their faculty members’ research.”

Furthermore, the Cornell researchers point out that the increasing financial support by external sources for the direct costs of research has not been accompanied by a proportionate increase in support for research administration and infrastructure costs. According to the authors of the study, the average F&A rate at private research and doctoral universities fell from about 60 percent in 1983 to about 55 percent during the last half of the 1990s. This means that, for each $20-million in direct support of research that the government gave a private research university, the university received about $1 million less for infrastructure support in the late 1990s than it did in 1983. And as a recent COGR report to University Presidents found, compliance cost increases have outpaced research funding increases, even during the recently completed doubling of the NIH research budget.

The recently announced effort by the National Science and Technology Council to identify new research business models provides an opportunity to re-think how research is supported and carried out in this country. Let’s hope it is a serious effort that can lead to a more balanced sharing of resources and responsibilities in the research community.

Tony De Crappeo serves as the Associate Director, Council on Governmental Relations (COGR).
A huge gap exists between discovery in biomedical research and the standard of care in the health care system in the United States. Translational research represents a new spirit of communication and cooperation between basic scientists and clinicians and a pathway for bridging the gap between knowledge and clinical application.

The “normal” pathway in translational research involves bringing new discoveries from the laboratory bench to the bedside. However, practical experience has demonstrated that the pathway in translational research is not a one-way street with clinical outcomes at the end of that street. The translational research pathway is cyclical. Clinical observations pertaining to new basic research discoveries are brought back to the laboratory completing the cycle of bench to bedside and back to the laboratory bench. Practical experience has also shown that the cyclical pathway for translational research does not have to start in the basic science research laboratory. An alternate pathway commences with a challenging clinical observation of symptoms for a specific disease or disorder. That clinical observation is brought into the basic science laboratory for further investigation. In this manner the observation can lead to new techniques and discoveries that are fed back into the patient care environment.

The objective in translational research is to introduce new discoveries into day-to-day clinical practice faster and more efficiently, but there are many steps between the point of discovery in the basic research laboratory and novel treatments or devices being introduced in the clinic. The translational research pathway is dependent upon and is impacted by all aspects of research administration. Success in research administration involves close interaction between our faculty and university administrations and us. The research administration process starts with the search for a grant opportunity or the bid on a contract to perform basic research and involves financial management of those awards resulting from that competition. Management of the intellectual property resulting from those basic research studies could involve identifying a potential assignee, the negotiation of an assignment agreement, or formation of a new company and the negotiation of a basic research agreement for further development. Other administrative duties could include the filing of an application for an Investigational New Drug (IND) application, development of a clinical research protocol, submission, review and approval of the protocol by the Institutional Review Board (IRB), and negotiation of a clinical trial agreement.

All of the research administrative processes that have been described above need to be performed in order for the translational research process to be successful. Not only is the quality of the services that we offer at our institutions extremely important to the process of translational research, but also expediency is paramount. We can’t lose sight of the objective, to introduce new discoveries into day-to-day clinical practice faster and more efficiently and to create measurable and sustainable improvements in quality healthcare in the United States. The challenge to us as research administrators is to be more responsive to the needs of our basic science faculty and clinical faculty and build more efficiency into the systems and processes at our institutions. We are a very integral part of the translational research process and we need to be a part of the solution for the improvement of the clinical care system in the future.

Tom Wilson is the NCURA Representative to the NIH Working Group and serves as the Director, Grants & Contracts, University of Texas M.D. Anderson Cancer Center.
Faculty Consulting and Student Internships with Industry
by Connie M. Armentrout

Oftentimes mutual scientific interests provide the setting for faculty members and/or students to come into an industry’s facility to work on a specific project, use specialized equipment not available at the university, or provide summer internships for students. These situations provide an excellent way for faculty to become familiar with the needs and practices of industry in their field. They also provide a hands-on learning experience for the student who might otherwise not be exposed to the industrial setting prior to starting his/her first job following graduation. In some cases, the student can use this hands-on experience to further his/her education by using the information in their main research program.

Although industry scientists publish certain findings in peer-reviewed journals and present information at scientific conferences, these publications and presentations are made only after they have received rigorous reviews from both the business units and legal counsel within their industry to assure that all intellectual property issues are addressed and/or products are launched prior to the actual publication. Most industry practices are well ahead of what their publications might suggest. The opportunity to work within an industry setting for some set period of time provides a faculty member the opportunity to see where the science is within the industry. This would give them access to information that they could not otherwise access if not for spending an extended period of time working with the industry scientists on-site. The same holds true for students.

It goes without saying that these arrangements can bring about many questions from university administration that do not arise with the more typical remote-site consulting where faculty are allowed anywhere from one day to as much as one and a half days per week for such activity. The situation of spending an extended amount of time within the industry confines to work on a specific project or with a specific piece of equipment raises questions regarding ownership of inventions that name the faculty member as an inventor, compensation, rights of publication, confidentiality, etc. Yet another set of questions (usually a shorter list) will arise in addition to this list when there is student involvement in on-site industrial consulting.

The backbone of the success of a particular industry is its ability to do something better, faster, or cheaper than their competitors. This is accomplished by protecting the company’s intellectual property through patent, trademark, and/or copyright filings, or by keeping certain information confidential (trade secret) for extended periods of time. In order for an industry to open up its laboratories or provide access to specialized equipment to faculty and students, the industry must be assured of certain safeguards. If the university insists on ownership of inventions that name the faculty member or student as an inventor that are developed during their time spent working at the industry site, industry may not be in a position to open its doors to them. The same will hold true should the university insist that the faculty member and the student retain the right to publish their findings without review and input from the industry partner. This may place the industry partner in a position that would jeopardize its freedom to operate. Even though the industry might very well benefit from the specific expertise faculty and students bring to a project, it may not be in a position to accept the risks that would be created when the industry would not own what was invented or not have the ability to review and edit publications.

This is where the contracting liaison from the industry sector, the faculty member and/or student, and the university research administrators must work diligently to understand the needs and concerns of the other party so that they can work toward an agreement that is amenable to all parties. It is always helpful if the universities consulting policies are readily accessible and easy for all parties to understand. In many cases, industry must rely solely on the faculty member to communicate what he/she thinks the policy says or requires. This often leads to mixed messages and incorrect review and approval processes. Industry may ask the university to provide a written statement that the university will not assert any ownership interest in the faculty member’s work product that is subject to his/her consulting activities. Without that assurance, the industry may have to withdraw its agreement to allow the faculty member and/or the student to enter their facilities.

I thought it was interesting to learn during the recent University/Industry Conference held in San Francisco in August that we continue to ask the same questions with regard to university/industry relationships that were being asked in the 1930’s. Although it can be reassuring that some things never change, I believe that this is an area that we must continue to work together to foster relationships when possible. Internal faculty-education programs must include sessions on the institution’s consulting policy. Clear, concise policies need to be readily available for industry to read and understand prior to making commitments to faculty or students. If the university is asked to help sort through the various issues that arise in these situations, administration must be prepared to review the situation on its merits and make appropriate decisions based on each separate opportunity. It is important to industry to get these issues worked out prior to opening its doors to the outside.

Connie Armentrout serves as a Technology Licensing Manager for Monsanto Company.
In the February/March edition of the NCURA newsletter, we discussed some of the issues that define compliance responsibilities with subrecipients. Involvement with subrecipients is being encouraged to a great extent as we move into projects that are interdisciplinary or benefit from partners who have specific knowledge or facilities. Many of us are convinced that the subrecipient concept is important to the delivery of quality research and so we will remain in this business.

NEW REQUIREMENTS
Of growing concern are the signals that are coming from the federal agencies suggesting that tighter controls are required between the prime grantee and the subrecipient. For example, the 2002 Supplement to OMB Circular A-133 delineated monitoring activities that the federal government thought would provide an appropriate level of quality assurances. We are not sure what happened, but in the 2003 Supplement, it appeared that more constraints were imposed. The monitoring activities were not necessarily increased but the definitions were detailed to a greater extent removing at least a perception of flexibility. This also lends to our concern that we have more and more unfunded mandates.

If we place the 2002 and 2003 versions side by side it could be argued that the 2003 version has an increase in “shoulds” or things that “may” be done. According to the Single Audit Information Service “In the 2002 version of the compliance supplement, OMB listed four broad requirements that pass-through entities must meet. The remainder of the guidance involving subrecipient monitoring was a two-paragraph discussion, followed by a list of audit objectives and suggested audit procedures. This year OMB goes on to give additional guidance in the area of “during-the-award-monitoring,” which is the issue that has caused concerns for grantees and their auditors.” Most of us believe that the Federal agency program staff and policy developers are on the same page as the grantees. All of us want accountability. However, an angst that many share is whether the auditors that are employed by the funding agencies have the same interpretation of the implications of the A-133 supplement.

OMB reminded grantees that they should take factors, such as the size of the awards, the complexity of the compliance requirements and the risk of grantee noncompliance into account when determining what level of subrecipient monitoring to perform. However, if resources for in-depth monitoring are limited, efforts will have to be prioritized. One hierarchy of criteria might be:

- high profile projects
- projects of great interest to Congress and/or the funding agencies
- high dollar grants
- experience/expertise of the subrecipient in research administration

Since major universities, who happen also to be subrecipients, are already being subjected to audit activity, perhaps this fact should give the prime grantee some level of comfort and mitigate monitoring efforts that include on-site visits.

A-133 AUDIT THRESHOLD
Institutions should review their auditing procedures and timetables for subrecipients because some may no longer be subject to the A-133 audit. One of the requirements imposed by Federal agencies is to audit, under the OMB Circular A-133, institutions doing business with the federal government. This requirement also applies to subrecipients receiving Federal dollars. The request for the audit comes from the prime grantee. For a number of years, a threshold for this requirement has existed. In essence, entities that had expenditures of $300,000 or more federal dollars in a fiscal period were required to have an A-133 audit. The threshold is being raised to $500,000 of expenditures. The effective date is for the subrecipient’s fiscal year ending after December 31, 2003. If you are like many of the institutions which send out certification letters to the subrecipients, your letter should be revised to raise that threshold to $500,000 and reflect the new effective date.

As mentioned in Federal Grants News: “Because A-133 contains a requirement to monitor subrecipients in performance and cost areas, many institutions have relied on the A-133 audit as one of their chief tools. The higher threshold will exempt more subrecipients from the audit requirement and, consequently, will encourage institutions to consider establishing or strengthening other monitoring methods.”

OMB has cautioned pass-through entities and subrecipients that reliance on single audit results may not be enough to satisfy subrecipient monitoring requirements. The Circular A-133 audit is only one of many monitoring tools available to oversee the administration of and strengthen accountability over federal grants. Grantee monitoring should occur throughout the year rather than relying solely on a once-a-year audit.

AGREED-UPON PROCEDURES
New information is provided this year regarding how pass-through entities can use agreed-upon procedures to meet some of their monitoring responsibilities. The procedures to be used and the compliance areas to be tested are determined by the pass-through entity. Using agreed-upon procedures allows the pass-through entity to focus on the areas of greatest risk.

As the OMB Circular A-133 March 2003 Compliance Supplement states: “The cost of agreed-upon procedures engagements is an allowable cost to the pass-through entity if the agreed-upon procedures are performed for subrecipients below the A-133 threshold for audit (currently $300,000) for the following types of compliance requirements: activities allowed or unallowed; allowable costs/cost principles; eligibility; matching, level of effort, earmarking; and reporting.”
PRINCIPLE INVESTIGATOR RESPONSIBILITY – PARTNERSHIP

Another area to be considered when discussing subrecipient monitoring is the role of the principal investigator (PI). In most universities there exists a shared responsibility between research administration and the PI located at the prime’s university.

The success of the project depends on the efforts of the partnership. Just as with any construction, the more firm and true the foundation, the better the overall project. Therefore, several early steps are important. The PI should identify quality subrecipients, being certain to respect the constraints imposed by conflict of interest provisions. Next, the subrecipient needs to agree to the same boilerplate issues that the prime has agreed to with the funding source. For example, the subrecipient must certify that the organization has not been debarred or suspended, the Federal drug free work place requirements are being met, and there are policies in place for harassment, conflict of interest and lobbying.

The subrecipient must declare if any human or animal subjects, biohazards (including rDNA and select agents) or radiological substances are being used and that the appropriate committees have reviewed and approved protocols. Just as with the prime contractor’s is required by the funding source to provide documentation of compliance, subrecipients should be required to provide compliance committee approval letters to their prime contractor.

At the end of the project, there are closeout activities including final reports, which are primarily the responsibility of the PI. The PI is responsible for securing final financial statements and, when required, a certification that the subrecipient has had an audit consistent with the OMB Circular A-133. For the latter, the post-award people might send a blank certification form to the subrecipient for action. The certification will attest to the fact that the subrecipient, if required, has had the appropriate audit. If there are no material findings, the process is complete. If, however, material findings exist, the prime contractor will follow up on managing any problems – i.e., accept the subrecipient’s plan to rectify any problems and follow up to see that any recovery plan has been implemented.

Perhaps the efforts of the PI can help in developing a more comfortable feeling about the capability of the subrecipient and help when making a judgment about the hierarchy of the criteria to be used to develop the extent of the monitoring plans.

For additional reading see:

Single Audit Information Service, Number 222, Current Developments. June 2003, Thompson Auditing Group


Richard E. Miller is a Contributing Editor for the NCURA Newsletter and serves as the Director, Federal Compliance and Policy Administration, Texas Engineering Experiment Station, Texas A&M System. Phaedra L. Hopeus serves as the Internal Compliance Monitor in the Office of Federal Compliance, Texas Engineering Experiment Station, Texas A&M System.

5DHHS Division of Cost Allocation—Who’s Who

by Marilyn Surbey

You don’t need a scoreboard to keep track of the players, but almost. The retirement of Charles Seed as national Director in April has caused a reshuffling of the staffing deck. The dust has settled and the organization is as follows. Philip Simard, previously transferred from the New York Field office to the Washington D.C. office replaced Seed as the national Director. Mr. Simard is responsible for four field offices: New York, Washington, D.C., Dallas and San Francisco. While we tend to think of these offices as those with whom we negotiate our facilities and administrative and fringe benefit rates, they actually have much broader responsibilities. The field offices are divided into two sections: universities and nonprofits and state and local governments. Together they deal with several thousand organizations. Each field office has approximately twelve to fourteen professional staff.

The field offices areas of responsibility are divided geographically. The New York office is responsible for the Northeastern states. After the retirement of Vinnie Bamundo, Bob Aronson became Director with Lou Martilloiti heading the university and nonprofit section. Bill Logan is the Director of the Washington, D.C. office and handles the mid-Atlantic and the Southeast. Arif (Mac) Karim, also originally from the New York office, heads the university and nonprofit section. Dallas is responsible for the central states. Henry Williams directs the Dallas office with Jim Nolan as the university and nonprofit head. The San Francisco director is Dave Low with Wally Chan heading university and nonprofit. San Francisco is responsible for the western states.

Marilyn Surbey serves as the Associate Vice President for Finance and Research for Emory University.
Over the past several months, the Grants.gov initiative has continued making progress on our long-awaited vision of a “one-stop-shop” for applying for federal assistance awards. But, don’t expect to be doing 100% of your business with Grants.gov this October.

Recently, several of our member institutions were asked to participate in a pilot of the Grants.gov initiative. Participants were asked to pilot the person-to-system interface. There was no provision in this pilot for testing the system-to-system interface but work is proceeding along these lines and I expect we will be seeing progress in this area later this year.

Participants were asked to pilot the following:

- Identify opportunity for which application is desired
- Download application package, including fillable forms for core (SF424 family)
- Upload forms and attachments, associating all uploaded files as one application
- Authenticate to the Grants.gov storefront
- Get acknowledgement of successful transmission of files

In a previous article, I discussed the concepts of core versus non-core data. For this pilot, only the core data (plus textual information) was included. The only funding opportunities available to choose from were those that currently utilize the family of SF424 forms.

Before participating in the pilot, participants had to first ensure they had registered in the Central Contractor Registration (CCR), which is now referred to as the Business Partner Network (BPN). The BPN is meant to be the single source of vendor data for the Federal government. Also, a Dun and Bradstreet number (DUNS) is required. Most universities have already registered with the CCR and have obtained a DUNS number. If you have not, you probably want to go ahead and register since these identifiers will be required. Of course, from a prior Federal Register notice, the goal is to use the DUNS number as the sole, unique identifier, but during the transition, both are required.

Next, the pilot required participants to download a proprietary software package from a company called PureEdge. Unfortunately, the solution implemented by Grants.gov for proposal entry is currently Windows-centric (Windows 98, NT, 2000, or XP required) with other platform compliance purportedly at least 9-months away. Having a proprietary solution carries significant risks. Will a proposal electronically “signed” on a PC be able to be opened and signed on a Macintosh? Once cross-platform support is provided, will future versions of the software be released simultaneously for all supported platforms? It appears, however that Adobe PDF forms are no longer being considered.

The next step in the pilot was to select the funding opportunity. Once selected the necessary PureEdge forms were downloaded locally to the desktop. The forms prompt for all other required documents. In my testing, I selected a NASA, an ONR and a NIH funding opportunity. The packages that were downloaded prompt the user for all other required files to be uploaded with the SF424. For example, if a particular text document was required for ONR but not required for NIH, the forms downloaded did not require those documents to be attached.

In a sense, the forms are “smart” and are tailored for the individual program announcement. This is a two-edged sword, however. On one side, requiring only the necessary documents to be attached to an application is positive; but on the other side, it does not get us to a unified application package since every form downloaded for every program can be different. Our “one-face” vision is diluted with this approach.

One problem with the Grants.gov approach is there is no central database for maintaining works-in-progress. As mentioned earlier, the PureEdge application form is downloaded to the local machine. If an investigator begins working on an application at the office, he/she must make sure that form is placed on a server so they can work from an alternate location. There is no provision to return to the Grants.gov web site and continue the working on the application.

Another problem with this approach is that only one person can work on the application at a time. Since the applicant is not working in a database application, a file lock is placed on the open form prohibiting others from assisting in completing the application. I was not able to sufficiently test whether multiple users could work the application at different times since I was not able to obtain credentials for more than one user. If this problem continues, this would, of course, have drastic consequences.

Once complete, submitting the forms to the Grants.gov storefront was as simple as pushing a button. The software validated that all required information had been included – both on the SF424 and all required attachments were included. There is, however, no routing and approval provided, nor is this functionality being considered at this time. Grants.gov assumes the form will be routed via e-mail or some other institutional solution before it is submitted to the storefront.

Given 1) the lack of cross-platform support, 2) that only solicitations that utilize the core data set (SF424) are ready, and 3) that even programs that use the SF424 are not required to participate at this time, I don’t have great expectations that the university community will be making significant use of the Grants.gov storefront this October.

I still have great expectations for the system-to-system interface.

Steve Dowdy serves as the Assistant Director, Office of Sponsored Programs, Massachusetts Institute of Technology.
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**TOOLS FOR THE DEPARTMENTAL ADMINISTRATOR: ESSENTIAL ADMINISTRATIVE AND FISCAL MANAGEMENT TACTICS**

**Learning Outcome:** A working knowledge of the resources needed to effectively and efficiently manage sponsored projects including: rules and regulations, policies and procedures, electronic aids, and other day-to-day tools.

**Presenters:** Michelle Codd, Assistant Director, Institute for Software Integrated Systems, Vanderbilt University; Celia Gravely, Assistant Director, Pathology, College of Medicine, University of Florida; Robert Killoren, Assistant Vice President for Research, Pennsylvania State University

**CORPORATE AND UNIVERSITY CULTURES: INTELLECTUAL PROPERTY ISSUES IN UNIVERSITY/INDUSTRY COLLABORATION**

**Learning Outcome:** Participants will learn about typical expectations and practices of companies in this sector, and identify elements that affect the successful collaboration between industries and universities.

**Presenters:** Susan B. Butts, Director of External Technology, Dow Chemical Company; John M. Carfora, Director, Office for Sponsored Programs, Boston College; Kathy S. Irwin, Senior University Legal Counsel, University of Wisconsin - Madison; Tyler B. Thompson, Research Partnership Leader, Dow Chemical Company

**NIH COMMONS AND THE ERA ENVIRONMENT: AN ESSENTIAL REPORT OF THE CURRENT AND FUTURE CAPABILITIES**

**Learning Outcome:** Participants will gain knowledge about the NIH eRA Commons and be able to apply that knowledge. They will use the different modules of the eRA Commons to perform many functions of their jobs and learn how the eRA Commons fits into the overall federal eRA efforts.

**Presenters:** Paul Markovitz, Computer Specialist, National Institutes of Health; David Wright, eRA Policy Analyst, National Institutes of Health

**FOR MORE INFORMATION ON THE ONLINE EDUCATION PROGRAMS OR TO ORDER A PROGRAM, PLEASE CONTACT JOSHUA LESSIN AT LESSIN@NCURA.EDU. PHONE: 202.466.3894.**

NCURA thanks the following institutions who participated in the NIH Commons and the ERA Environment. If your institution is not listed, make sure to contact one of your colleagues at a participating institution to find out about the program and join them by ordering a cd for you or your institution’s training department.

University of Alabama at Birmingham; Arizona State University; University of Arkansas; Brigham and Womens Hospital; Buffalo State College Research Foundation of SUNY; University of California - Berkeley; University of California - Los Angeles; Carnegie Mellon University; Childrens Hospital and Regional Medical Center; University of Cincinnati; University of Cincinnati College of Medicine; University of Colorado; Cornell University; Dartmouth College; University of Delaware; Fred Hutchinson Cancer Research Center; Georgia Tech; Harvard Business School; Ithaca College; University of Kansas; Lehigh University; Marquette University; University of Massachusetts; Mayo Clinic; Medical College of Georgia; Michigan State University - College of Human Medicine; University of Minnesota; University of Nebraska Medical Center; University of North Carolina at Chapel Hill; University of North Carolina at Greensboro; University of North Dakota; Oklahoma State University; Ordway Research Institute, Inc.; University of Oregon; Pennsylvania State University; Pima County Community College; University of Pittsburgh; Rhode Island College; University of Rochester; St. Jude Childrens Research Hospital; University of Texas Medical Branch; Tufts University; University of Washington; Washington State University; Washington University; Wayne State University - School of Medicine; Wellesley College; University of West Florida; University of Wisconsin - Oshkosh.
Join your colleagues around the country who use the NCURA Video Workshops as a framework to introduce, reinforce, and explore key areas in the administration of research. Training departments use these tapes as the backbone of the program, and then add their own institutional policies and practices into their on-campus training events. Each training tool features experts in the field covering topics such as:

What Departmental Administrators Need to Know about Post-award and Cost Analysis
This workshop began with "account set up" and ended with "account close out" and included what departmental administrators and pre-award administrators should know about the mechanics of the facilities and administrative (F&A) rate, cost sharing, effort reporting, the Cost Accounting Standards, financial reporting, cash management, cost transfers and post auditing.

Compliance Issues for Clinical Trials
The clinical trial focus was of primary interest to viewers in academic medical centers and research hospitals. However, the broadcast also reviewed the regulatory and ethical bases for general biomedical research issues.

"From a Culture of Compliance to a Culture of Concern: Building a Compliance Education Program That Works"
This workshop was devoted to examining various aspects of compliance. The focus was on compliance education and training.

The True Cost of Compliance and Why We Must Invest
The focus of this workshop is the over-arching investment in compliance programs. This is presented, not just in terms of accounting for dollars and time, but in terms of fostering cultural change in institutional and agency program stewardship.

Making the Right Moves in Handling Research Misconduct Allegations

Intellectual Property Issues for the Research Administrator
The program focused on intellectual property issues that research administrators face on a regular basis such as identifying and assessing the significance of key issues and some alternative solutions along with covering the consequences that can occur for the anticipated technology and for the institution.

Divergent Views and Issues When Contracting with Industry
This program highlights the divergent views and issues associated with industrial contracting. Perspectives of the university administrator, the university attorney and the company sponsor will be incorporated as we look to understand cultural differences.

Compliance Issues Impacting Financial Research Administration
This videoconference explores the requirements for compliance; both the tangible documentation and the "spirit" of complying with these requirements. The broadcast focused on those aspects that primarily affect research administrators in departmental business offices and central post-award units.

NCURA’s video library is specially priced so your campus can easily add them to your training resources and are available at www.ncura.edu in the NCURA Store.

NCURA is proud to be your partner in the continuing professional development of the Research Administration Community.

A check or credit card information must accompany registration form. For credit card payments, please complete the information below. Registrations received without payment will not be processed. Please make check payable in U.S. currency to NCURA and send payment and registration to NCURA, One Dupont Circle, NW, Suite 220, Washington, DC 20036.

[Checkboxes for workshop options and payment information]
In Gilbert and Sullivan’s “Pirates of Penzance,” members of the force lament the sad fact that “A Policeman’s Lot Is Not A Happy One.” When it comes to our colleague Earl Freise, however, Gilbert and Sullivan had it all wrong: this policeman’s lot IS a happy one. Most NCURA member who have been around for a while remember Earl Freise, a past president of NCURA, who has worked as a research administrator and some-time faculty member at Northwestern University, the University of North Dakota, the University of Nebraska, capping his career at the California Institute of Technology where he preceded me as Director of Sponsored Research.

Several years ago, Earl and his wife Lenore both retired from Caltech and moved to Prescott, Arizona, a historic Western town high in the mountains about two hours by car from Phoenix. So, what does a research administrator do when he retires to the “old west”? He becomes a COP, a Citizen on Patrol, that is. Earl has joined the force of retired folks who volunteer their time to assist the officers of the Prescott Police Department and provide help to their fellow citizens. Like all good present and past research administrators, the Prescott COPs are unarmed. However, they have uniforms, drive around in special vehicles (known, of course, as COP cars), and are the eyes and ears of the regular officers.

My wife and I had the opportunity to visit with Earl and Lenore in Prescott over the July 4th weekend. They both look wonderful and seem to be enjoying life in the high country of Arizona. While I never thought of Earl as a cop when he was at Caltech, Nebraska, or any of those other places, what he does as a COP now is quite consistent with his past work as a research administrator—he is helping people and serving his community. And, as it turns out, Earl is about the only cop in Prescott who can tell the difference between a cost transfer that’s legal and one that isn’t!

Richard Seligman is a Past President of NCURA and serves as the Senior Director, Office of Sponsored Research for California Institute of Technology.

In keeping with NCURA’s 45-year tradition of innovative programming, Annual Meeting 2003 will mark the debut of the “NCURA Coffee House,” where the spirit of the 60s and 70s will live once again. The original coffee house scene in the U.S. provided a casual setting at which friends would gather for an evening of expresso and entertainment. Whether it was musicians, storytellers or comedians, audiences were treated to their fill of coffee while they enjoyed the evening entertainment.

The NCURA Coffee House, which will be held following the Monday night dinner groups, will provide the perfect setting for attendees to come together and unwind after a long day of professional development sessions and activities. The evening will feature an assortment of after-dinner refreshments entertainment provided by NCURA’s own members with a few surprises thrown in as well to spice up the festivities. Of course, use of words like “groovy,” “far out,” and “radical” will be highly encouraged.

The Coffee House also will provide the perfect venue for brave NCURA members to showcase their considerable talents in an effort to identify the next “NCURA Idol.” So if you’ve been waiting for an opportunity to have your 15 minutes of fame (well, maybe not exactly 15 minutes), this is your chance to shine. For those of us who prefer to live life in the slow lane, the Coffee House is the perfect place for relaxation, refreshment, and reflection. Come join us for what promises to be an evening of fun at the opening night of NCURA’s Coffee House.

Pat Fitzgerald is the NCURA Vice President and serves as the Director of Cost Analysis, Massachusetts Institute of Technology and Franc Lemire is the Director of Research Administration for Worcester Polytechnic Institute.

**E-NEWS**

**September 2003**

by Jill Tincher

July 28, 2000, the National Council of University Research Administrators published the E-News inaugural issue. This electronic publication serves two distinct roles and is identified as E-Newsletter and E-News Blasts. First, the E-Newsletter is an electronic synopsis of the Newsletter which highlights the overall theme as well as specific article topics/authors. E-Newsletter is ideal for those NCURA members who prefer to read publications on-line versus the traditional hardcopy format. In addition, E-Newsletter allows readers to scroll through a summary of article summaries. The reader can then click on the articles of interest and view the article in its entirety.

The second publication, E-News Blast, is used to announce highly time-sensitive information, reminders and items of global interest to the membership. E-News Blast content is driven by the NCURA community. This communication vehicle is available to all NCURA committees, officers, board members, task force chairs, regional officers, conference chairs, the National Office and the membership. E-News Editor, Jill Tincher, is continually soliciting potential topics and articles for inclusion in E-News Blasts. Email Jill directly at jtincher@med.miami.edu.

In the future, look for enhancements to both electronic publications. The National Office and the editors are researching the possibility of reformatting both publications using HTML coding. This would enable us to incorporate live links, images, colors, and dynamic content.

E-News has been utilized frequently and successfully over the past few years. It is a timely means to inform the NCURA community of relevant research administration information. Please take advantage of this communication vehicle and submit any potential topics!

Jill Tincher is the e-News Editor and serves as the Director of the Sponsored Programs Training Office for the University of Miami.
REGION I
New England
Greetings! Hope you had a terrific summer!!
We have been busy making plans for our 2004 spring meeting. Mark your calendars for May 3-6, 2004 as we take a step back in time to explore the history of New England at the Old Sturbridge Village in Sturbridge, Massachusetts. Lee Picard and Stacy Riseman have graciously agreed to co-chair this event.

The call for nominations for the positions of Chair, Treasurer and the National Board of Directors has been sent. The election is held in early October. Please plan on attending the business meeting where the results of the election will be announced. Remember that all members of the region are strongly encouraged to attend the business meeting!! This is wonderful opportunity to catch up on NCURA news and network with regional folks.

The first RADG meeting will be held on October 16th at the John Hancock Center in Boston, Massachusetts. The meeting will run from 9:00am until noon. Hope to see you.

With the National Meeting right around the corner, don’t forget that Region I will be hosting some activities for Region I folks!!! Details will follow shortly.

Louise Griffin is the Chair of Region I and serves as the Managing Director, External Funding and Technology Transfer for University of Massachusetts Lowell.

REGION II
Mid-Atlantic
The summer has gone by too fast and it’s nearly time for the Annual Meeting. Region II encourages both newcomers and long-time attendees to register for the Annual Meeting. We expect to have new officers to introduce at the Region II business meeting, and there you’ll hear about plans for the 2004 Spring Meeting as well as potential sites for 2005. We’ll even hold a raffle for a Baltimore souvenir (perhaps a t-shirt? Come and find out). Also, be sure to visit the Region II hospitality suite to network and just relax.

The Region II program committee has been hard at work on plans for the 2004 Spring Meeting in Baltimore. We’re pleased to announce that Dr. Jim Pawelczyk, Assistant Professor of Physiology and Kinesiology at The Pennsylvania State University, who served as a payload specialist astronaut on the space shuttle “Columbia” in 1998, will be the keynote speaker.

Elections for Region II Chair-Elect and Secretary are being held now. Please be sure to VOTE!

Hope to see you all in November!

Janet Simons is the Chair, Region II, and serves as the Manager, Grants and Contracts for the University of Maryland Baltimore.

REGION III
Southeast
Gentlemen (and women) Start Your Engines! NCURA’s 45th Annual Meeting is right around the corner (November 2 -5), so be ready!

At this year’s meeting you will have your big chance in the spotlight!! On Monday evening the “NCURA Coffee House” will make its debut. NCURA is looking for 2 or 3 performances from each region. So if you tap dance, have a few good jokes to tell, or if you can pull a rabbit out of a hat, let Sue Kehn know (sjkehn@ualr.edu) and get your act on the program! If you are looking for co-performers or if you have an idea for a group act, send a note to the Region III listserv (ncurase-l@Virginia.EDU).

Your help is needed! Help the Region by volunteering to host the hospitality suite. The hospitality suite will be open Sunday through Tuesday evenings. If you can spare an hour or two on one of these evenings or if you want to know more details, e-mail Hospitality Chair, Bruxanne Hein, at bruxanne@coastal.edu (Hurry though, as time is running out before her little one arrives!)

Business, Business, Business! Plan to attend the Region III business luncheon on Monday, November 3. This is your chance to hear what the Regional committees have been up to, weigh in on where upcoming regional meetings will be located, and meet our new Chair-Elect, Patrick Green. Pat will update us on plans for the 2004 spring meeting. This is an open meeting and newcomers are encouraged to attend!!

Speaking of Newcomers. If you are new to NCURA, plan to attend an “Orientation for the Newer Member” on Saturday evening from 6:00-7:00 p.m. or Sunday afternoon, 3:00-4:00 p.m. There will also be a Newcomer’s Reception on Monday from 5:00-6:00 p.m. At the orientation you can meet other newer members and find out what NCURA is all about and how you can get actively involved.

Register for the National Meeting soon! You’ll find program, registration, and lodging information on-line at http://www.ncura.edu/. See you in Washington!!

Tricia Callahan serves as the Proposal Development Coordinator in the Office of Sponsored Programs at Western Kentucky University.
Plan Ahead for Region IV's 2004 Spring Meeting!

**Theme:** Research Administration from Start to Finish

**Dates:** April 24-27, 2004.

**City:** Indianapolis, Indiana

**Meeting Partner:** Society of Research Administrators Midwest Section

**Hotel:** Crowne Plaza Hotel at Union Station

Located in the heart of downtown Indianapolis adjacent to the Circle Centre Mall, the Grand Hall and Conference Center at Crowne Plaza Hotel Union Station will transport you back to the turn of the century when railroads were in their heyday. Built in 1888 as America’s first “union station,” the Romanesque Revival-styled structure now houses a fine conference hotel-complete with thirteen 1920’s Pullman railway cars converted into hotel suites! Make plans to get on board what promises to be a memorable spring meeting.

**Now’s the Time to Get Involved**

If you have an idea for a worthwhile Concurrent Session, contact Ellen Rogers at rogers.5@nd.edu to see if your session might be incorporated into the spring meeting program.

If you would be interested in serving on the Nominations Committee, contact Deborah Galloway at gallowdj@ucmail.uc.edu. Please contact Deborah even if you added your name to the volunteer sign up sheet at the 2003 spring meeting. (The Nominations Committee is responsible for identifying potential candidates for the Region IV Board.)

If you would be interested in serving on the Awards Committee, contact Sue Carlson at carlson@uwcc.wisc.edu. Please contact Sue even if you added your name to the volunteer sign up sheet at the spring meeting. (The Awards Committee selects recipients of such awards as the Kevin Reed Outstanding Professional Award, the Distinguished Service Award, and the Meritorious Contribution Award.)

Bill Sharp serves as the Compliance Specialist, Contract Negotiations and Research Compliance for The University of Kansas Center for Research.

I hope this issue of the newsletter finds everyone doing well. Fall is upon us, school has started again and things are back at full speed, so I know we are all busy.

Mark your calendars now for the 45th Annual Meeting to be held November 2 – 5. The theme for this year's program is “Connecting our Neighborhoods, Building the NCURA Community”. The final program, registration information and information on some other fun activities are now posted on the NCURA National web page at http://www.ncura.edu/.

Debbie Newton, Region V Chair-elect, is busy planning the Spring 2004 Region V meeting in Galveston, April 24 – 29. Debbie has put together a great program committee for this meeting. If you have any suggestions or ideas for the program, or would like to volunteer, please contact one of the program committee members:

- Debbie Newton, The University of Tulsa
debbie-newton@utulsa.edu
- Matt Berry, The University Of Oklahoma
mberry@ou.edu
- Gail Davis, Lamar University
davisng@hal.lamar.edu
- Lisa Faulkner, Oklahoma State University
lisaf@okstate.edu
- Jan Fox, Texas Christian University
J.Fox@tcu.edu
- Linda Golden, The University of Tulsa
linda-golden@utulsa.edu
- Brett Henry, TX Engineering Experiment Station
bhenry24@tamu.edu
- Joan Howeth, The University of Oklahoma – Norman
jhoweth@ou.edu
- Beth King, UT Medical Branch at Galveston
bking@utmb.edu
- Govind Marasimhan, UT Medical Branch at Galveston
gonarasil@utmb.edu
- Melody Page, UT M.D. Anderson Cancer Center
mpage@mdanderson.org

Volunteering at the Regional Spring meeting is a great way to meet new people and to get a hint of what NCURA is really all about. Whether you are new to the region or have been a member for years, it’s a great way to stay involved with a short-term commitment of your time.

One more thing – if you make a career change, new position, new institution or retirement, and you’d like to keep all your Region V friends informed, send me an email and I'll include in our Regional Corner article.

Judy Cook is the Chair of Region V and serves as a Research Administrator for the Baylor College of Medicine.

School days, school days, dear old golden rule days ....

We’ll summer is over … and our faculty researchers have returned to their classrooms and laboratories (if, indeed, they ever left them.) I hope all of you were able to be get away for a bit to recharge your batteries and have returned re-energized and ready for another year.

A hearty welcome to all new region VI colleagues who have joined NCURA this year! We enjoyed meeting some of you at our spring meeting in Denver and hope to see you again at the national meeting. For those new members who were not able to attend the spring meeting, we hope to see you in Washington this November.

While many of us are adjusting to severe reductions in our budgets I hope that as many of us who can, will attend this year’s annual meeting in DC, November 2-5. The annual meeting is really a significant opportunity for professional development and growth. Just take a look at the program and you will see what an outstanding event has been planned.

Regions VI and VII will again jointly host a hospitality suite. The hospitality suite provides the opportunity to network, to converse with long time friends and make new ones, and to share not only “war stories” but also creative solutions to issues and problems. Plan to drop by!

This fall our region is will be selecting a Chair-elect, a Secretary-Treasurer-elect, and a member of the Regional Advisory Committee. Those selected will take office on January 1, 2004. Vincent Oragwam (California State University, Bakersfield) heads the Nomination Committee with Gary Chaffins (University of Oregon) and Geri Walker (Western Washington University) as members. They are contacting potential candidates and if you have any suggestions or would be willing to be considered please contact Vincent.

Our next joint regions VI-VII meeting will be in San Francisco at the Argent Hotel, April 18-21, 2004. The room rate is $153 plus tax and is good three days prior to and three days following our meeting. NCURA has held several recent conferences at the Argent.

Those of you who have attended one of these conferences know how wonderful the hotel is and how centrally located it is to the many fine attractions San Francisco has to offer. Make your calendars now! Many thanks to David Mayo, our in-coming Chair, for negotiating this great location!

*continued on page 15*
Many Thanks for Another Successful NCURA Conference

By John M. Carfora

In spite of challenging economic times, when fiscal considerations are paramount and we see restrictions placed upon travel and conference attendance, planning a comprehensive professional meeting can be a challenge to say the least. However, NCURA’s most recent conference - held in beautiful San Francisco and appropriately titled University-Industry: Enhancing the Partnership in a Global Economy – proved to be quite a success.

One reason for our recent achievement is impressive conference statistics. A total of 237 attendees actively participated in four extensive half-day workshops, four plenary sessions, fourteen breakout sessions, six concurrent sessions and four discussion groups. Conference attendees truly benefited from the knowledge and expertise of 80 presenters, 38 of whom were from industry and a range of professional and business associations, and 42 of whom were from colleges and universities in the United States, Canada and Europe. Sponsored by NCURA in cooperation with the Association of University Technology Managers (AUTM), Industrial Research Institute, Inc. (IRI), and the National Association of College and University Attorneys (NACUA), this was the first NCURA conference to have all its sessions audio recorded. If you were unable to join us there is additional good news: the entire NCURA conference is available on compact discs that can be ordered directly from the NCURA national office.

Conference Archives, Inc. is proud to provide session archives for the NCURA University/Industry 2003 Conference. The archives include session descriptions, presentation materials and multimedia players for the sessions (subject to speaker authorization) all presented through an easy to use conference website!

There are plenty of colleagues to thank, so let me begin with my Industry Co-Chair, Susan Butts, The Dow Chemical Company and my International Co-Chair, Stephen Jerrams, Dublin Institute of Technology, who both did such a marvelous job. Equal appreciation goes to the other members of our Program Committee: James Casey, Bradley University; Kathleen Irwin, University of Wisconsin-Madison; Ravi Kiron, Pfizer Global R&D; Tanna Pugh, Pennsylvania State University; and Tyler Thompson, The Dow Chemical Company.

Planning a successful conference involves more than a mindful acceptance for uncertainty, it also involves a fair amount of good fortune, and on that note I would like to formally thank Kathleen Larmett, Tara Bishop, and the entire NCURA staff for their guidance, dedication, and the professional “good fortune” they brought to our planning efforts. I would also like to thank NCURA President Bob Killoren, President-Elect Patrick Fitzgerald, and former NCURA Presidents Cheryl-Lee Howard and Julie Norris for their participation and collaborative support. Last but not least, we all thank the staff at the Argent Hotel for their quiet professionalism and superb hospitality (not to mention the delicious meals!).

One final note: at the San Francisco conference we heard enthusiastic support for convening a subsequent meeting in 2005. The proposed venue is a castle in Dublin, Ireland! If the go ahead is given for this conference, I will certainly be there to help continue the university-industry dialogue. I sincerely hope you will make every effort to join us!

John M. Carfora is the U.S. University Chair of the University/Industry Conference and serves as the Director, Office for Sponsored Programs for Boston College.

University/Industry CD-Rom available for $99.00*!

Conference Archives, Inc. is proud to provide session archives for the NCURA University/Industry 2003 Conference. The archives include session descriptions, presentation materials and multimedia players for the sessions (subject to speaker authorization) all presented through an easy to use conference website!

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**Regional Corner**

**continued from page 13**

Denise Wallen, Region VII Chair, is heading the program committee for the San Francisco meeting. She and her committee are busying planning a professionally rewarding program. If you have any ideas, or would like to participate by giving a session or being part of a panel, please contact Denise at wallen@unm.edu.

We in Region VI are pleased that NCURA has chosen a site in our region for Financial Research Administration V. FRA V will be in San Diego, February 29 through March 2, 2004. Program and registration information should be available shortly. And remember, the weather is San Diego is always perfect!

Hope to see many of you during the annual meeting in DC, November 2nd – 5th!

Terry Manns is the Chair of Region VI and serves as the Director, Research and Sponsored Projects for California State University, Sacramento.

**REGION VII**

**Rocky Mountain**

It is Fall again and our Regional Election is happening – it will result in a new Secretary-Treasurer and member-at-large. These individuals will be elected prior to our November business meeting, at which time we will have the opportunity to introduce them to you. Please be sure to attend the Regional Business Lunch on Monday November 3 from noon to 1:30 PM.

Nominations for our regional travel awards have been requested and the successful recipients will be announced in early October. These new colleagues will be recognized at the national annual meeting in November. This is our time to take advantage of networking opportunities and to welcome and congratulate the recipients.

Be sure to mark your calendar for our Regional Meeting next Spring. The meeting is scheduled as a Joint Meeting with Region VI to be held on April 18 - 21, 2004 at the Argent Hotel in San Francisco. Room rates are $153 per night (plus tax), with three days prior and post the conference date available. We are developing a program with Region VI which promises to be exciting and comprehensive. Please watch for logistical and programmatic updates via our regional listserv.

Finally we look forward to seeing you at the National Annual meeting in Washington, DC. Once again Region VI and VII will be co-hosting a hospitality suite. This is a great opportunity to meet new colleagues and renew and revitalize existing relationships. I look forward to seeing you there.

Denise Wallen serves as the Chair of Region VII and is the Special Assistant to the Vice Provost for Research at the University of New Mexico.

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**Management Tips**

*by Cheryl-Lee Howard*

**“He Said, She Said”—A Case for Interactive Annual Review**

Ask a communications expert why human beings so often misunderstand one another and she will undoubtedly point to listening difficulties—what the listener hears is not necessarily what the speaker is trying to communicate. Because the annual performance review is such a pivotal and sometimes emotional event, it is doubly important that the reviewer ensures both that he hears the employee and that the employee understands what is being said.

One way for a reviewer to accomplish effective hearing is to explore performance from multiple perspectives. For example, if one has fallen into a common review style of reviewer lecturing employee, why not try an interactive discussion. After all, research has proven that humans retain what we say ourselves far better than what other people have said to us. An interesting exercise to foster this type of review is to ask the employee to bring to the review two lists—one of what he thinks are the responsibilities of his position and the other of what he feels he has accomplished during the past year. This is not just a great icebreaker, it is also a good way to recognize successes or to identify training needs. Plus occasionally amazing facts pop up—such as learning the reason for one woman’s poor performance was ignorance that the task was part of her duties!

From the opening discussion afforded by these two lists, it is easy to segue into whatever checklists most institutions’ Human Resources departments may require. Finally, to double check that all important aspects of the review have indeed been communicated, ask the employee to suggest a list of objectives he needs to meet during the year. If you need to edit the list, it is another chance to enhance his understanding. However, if his list contains training needs, corrective actions, and new projects just as you have discussed, congratulations on another review well done!

Cheryl-Lee Howard is a Past President of NCURA and serves as Assistant Provost, University Research Projects Administration for The Johns Hopkins University.
What More Could You Ask For?

the feedback we received from our membership. This year all members will find our workshops more affordable as we are rolling back the cost of all of our workshops to 1983 levels to commemorate NCURAs 45th anniversary. On Sunday we are also introducing our new “Senior Seminar Series” workshops designed with our most experienced members in mind. In addition, for those members who don’t want to be away from the office without access to email, NCURA will have 25 computers available for your web surfing pleasure. We will also have a commuter lounge available so that attendees not staying at the Hilton will have a place to stay between sessions. You asked for more and we are giving you more!

If you are still undecided about attending the Annual Meeting 2004, here are a few more reasons why you should consider joining us in Washington:

1. Timely and thought provoking sessions on a wide variety of research administration and personal development topics.
2. An important keynote address by a high-ranking government official, Dr. Charles McQueary, Undersecretary of the Department of Homeland Defense.
3. A chance to recognize the accomplishments of those individuals who have made substantial contributions to NCURA and the field of research administration.
4. The opportunity to attend the graduation ceremony for NCURA's first Leadership Development Institute (LDI) class.
5. The opportunity to “break bread” with 1600 of your colleagues at one time.
6. An opportunity to enjoy the “rib-tingling” humor and political commentary of satirist Jimmy Tingle
7. An opportunity to sample Regional hospitality.
8. A chance to show your institutional pride by wearing the color’s of your favorite school at Tuesday night’s “Rock and Roll Block Party.”
9. Your opportunity to be in the crowd for the only 2003 performance of “Soul Source and the No-Cost Extensions.”
10. A chance to participate in new and improved eRA offerings for the technical, as well as the non-technical (or technically-challenged) administrator.
11. A unique and limited opportunity to see and hear “Dick and Denise—Coast to Coast: The Sequel,” which takes a nostalgic and humorous look back at the past 45 years.
12. A once-a-year opportunity to shop at the NCURA Gear Store in person.
13. An opportunity to experience the ambiance of the 60’s by visiting the first ever “NCURA Coffeehouse.”
14. A chance to renew friendships and meet new colleagues.

I hope to see you all in Washington in November to help us celebrate NCURAs 45th anniversary. Annual Meeting 2003 promises to be one of the best annual meetings ever—you won’t want to miss it!

Pat Fitzgerald is the NCURA Vice President, and serves as the Director of Cost Analysis for the Massachusetts Institute of Technology.

NCURA Annual Election Outcome

broad range of professional development offerings. She notes, “NCURA continues to be at the leading edge of changes occurring in the field of research administration, ever questioning and challenging itself to raise performance standards for Research Administration. I am excited about the opportunity to be Secretary of this organization and to work with the Board to actively support the evolution and continued improvement of our profession.”

Currently a mentor for the Leadership Development Institute, over the years Hansen has participated as the Annual Meeting Workshop Coordinator, a member of the Finance and Budget Committee, the Professional Development Committee and Membership Committee, as panelist and moderator at numerous NCURA conferences, and she is currently on this year’s Sponsored Project Administration Level II Faculty.

NCURA’s Treasurer-elect is Ed Herran, Director, Office of Sponsored Projects, Memorial Sloan-Kettering Cancer Center. He has been actively involved in NCURA for a number of years, and has served Region IV as Treasurer and Program Chair. He has served on NCURA's Financial Management Committee (formerly the Finance & Budget Committee) and has presented at numerous regional and national meetings. He will spend the next year working with 2004 Treasurer, Laura Wade and then begin his term of office as Treasurer on January 1, 2005. Eager to assist regional treasurers, and work closely with investments, budgeting and non-dues revenue streams, Herran said, “Of those issues which cannot be seen, I will bring my openness to new solutions and my creativity in problem solving. I am grateful for an opportunity to serve as an Officer of NCURA.”

Two Board Slots Filled

Cynthia White, Director of the Research Office at Washington University in St. Louis and Barbara Gray, Director of Research and Grants Administration, College of Charleston, will join the Board of Directors on January 1, 2004.

White, currently NCURA Secretary, has been proactive in a number of NCURA’s strategic initiatives. A member since 1987, White has served as Chair of the Membership Committee and Workshop Coordinator. She has been Chair of NCURA’s Southeastern Region and on the Annual Meeting Program Committee. She has served as an Annual Meeting Workshop Faculty and has presented at numerous conferences, both national and regional.

White supports the exciting changes in the governance structure. She adds, “The variety of roles within NCURA equips me well for tackling the issues that confront us at this pivotal stage of development.”

Barbara Gray, Director of Research and Grants Administration for the College of Charleston. Gray has made contributions to NCURA in a number of ways including the Board of Directors, Leadership Development Institute, Co-chair of ERA V, Finance and Budget Committee, numerous Regional Contributions and as a workshop faculty and conference panelist.

Gray believes “when we bring new members to NCURA we must nurture them. We must welcome them warmly and help them feel a part of the organization and give them the opportunity to participate. From personal experience, I know that just a few words of encouragement from a ‘senior’ member can make the difference.”

Ada Sue’s service extended far into her University and Community in Kentucky as well in areas of human subjects, animal care and use and environmental health and safety to name just a few.

Ada Sue has also been very active in NCURA serving on program committees, the Executive Committee, and chairing several NCURA committees including the Nominating Committee and the Membership Committee.

Throughout her service on the regional and national levels, Ada Sue took time to mentor other research administrators. Margot McCullers, Associate Director of Sponsored Programs at the University of Kentucky says, “…I witnessed research administrators across the country approach Ada Sue as the “go to” expert for program development and IRB issues. …She continues to be a resource and mentor for her colleagues.”

Of course, Ada Sue has served not just NCURA but the entire research community by giving her time and talent to others while serving on or chairing working committees for organizations such as the ARENA, PRIM & R, American Association of Medical Colleges, and the Applied Research Ethics National Association. Formerly of NIH, Vice President for Research at the University of Kentucky, Wendy Baldwin said, “(Ada Sue’s) experience in developing compliance processes that comply with federal regulations and her understanding of policy is the foundation for her ability to move between policy and practice in a way that few can duplicate.” Joan Rachlin, Executive Director of PRIM & R adds, “Among (Ada Sue’s) most valuable contributions to the field are her design and implementation of a series of “101” and “101 On the Road” curricula, which cover the fundamentals of human subjects research ethics and regulations. …Whatever she undertakes, she does with heart, humor and an outsized intellect.”

Nationally, Ada Sue is not only admired for her expertise, but for her wonderful personality, too. Christina Bitting, Vice President for Membership Services at the American Association of State Colleges and Universities said, “Ada Sue is a tireless resource to colleagues at other institution, readily providing informal advice and technical assistance despite her growing responsibilities at her own university. She is always upbeat, enthusiastic, and determined to demystify complex regulations and compliance requirements.” NCURA Colleague and friend Kim Moreland notes, “Ada Sue is a good friend and a treasured colleague, known for her thoughtfulness, kindness and sparkling personality. Her warmth, her generosity and her willingness to extend herself for friends and colleagues are qualities we all admire.”

It is with great pleasure that we recognize and congratulate Ada Sue Selwitz, on receiving the Outstanding Achievement in Research Administration Award.
A Day in the Life: Catch A Glimpse of Your Colleagues On Campus

On Campus is a monthly electronic interview featured in the NCURA Neighborhoods. The focus of On Campus is to provide members with a more personal account of the day-to-day activities, obstacles, and issues in research administration.

Each month one member is profiled, and in September the Neighborhoods featured Dick Keogh, Director of Research and Grants Administration at Rhode Island College in Providence, Rhode Island. Dick is Chair of the Professional Development Committee and recently served a three-year term as co-Editor of the NCURA Newsletter. Dick has been a member of NCURA since 1983.

The following are excerpts from On Campus with Dick Keogh.

What strategies would you share with resource-strapped offices in getting institutional support for more resources?
The most effective and influential individuals within a college or university are the faculty. Appeals from sponsored programs offices for more institutional resources are far more effective if they are accompanied by faculty support and endorsement. This requires education and cultivation of faculty - most especially faculty involved with sponsored programs - but their support has proven invaluable. Some institutions have used the potential threat of a negative audit finding as leverage in obtaining more resources, but I have found a positive support of faculty to be far more effective.

What advice would you offer someone beginning a career in research administration?
Enroll in an NCURA Fundamentals offering. There is no better “crash course” in helping a newcomer fit the functional pieces of research administration together into a functional whole. In addition, go to an NCURA regional meeting (and then to a national meeting) and talk to your fellow research administrators. You will never find a more knowledgeable and supportive group of individuals in any profession. Their influence will both heighten and sustain your enthusiasm in helping maintain the unrivaled quality of the American sponsored programs enterprise. To read the complete issue of On Campus with Dick Keogh, visit the Neighborhoods at http://www.ncura.edu/members/Neighborhoods/.

The October issue will feature Diane Ament, Research Compliance Officer at Iowa State University. On Campus with Diane Ament will be available online by Monday, October 6, 2003.

Neighborhoods Launch New Education & Training Listserv

The Neighborhoods are pleased to offer a listserv dedicated to NCURA members who are responsible for or interested in Education and Training at their institution. The Trainers listserv will provide a forum to discuss such topics as: Identifying your Audience, Needs Assessments, Train the Trainer, Triggering Retention in Learners, Adult Learning Styles, Overcoming the Fear of Public Speaking, Training with Games, Resources for Trainers, Benchmarking, Mandatory Training Vs. Voluntary, One time training (or education) or on-going activity, Evaluation Criteria, Testing (& Legitimacy), Certificate Programs, Lunch & Learns, as well as tips on current programs and much more!

Comments already posted to the Education & Training Listserv:
“Does anyone have any interesting games or activities that they include in their Post Award Training classes? We review topics such as subawards; closeout; webwise (our online grants system); project initiation; sponsored property; project forms and research security...The one activity that we do conduct during this class is on subawards vs. vendors vs. consultants. Any other thoughts?”
– Georgia Tech

“I do have some activities. One is on administrative charging. You have two bags/boxes. One says “scenarios” and one says “expenses” The bag with “scenarios” has just that...scenarios of different types of projects eg, a multi investigator study with extensive human subjects. The bag with “expenses” has all different administrative expense types eg, file folders, local telephone charges, etc. One person takes the scenario, another the expense and we ask if you can charge the expense to the project. I have other “case study” type examples, you can call me if you are interested. Can you send me activity that you conduct during this class is on subawards vs. vendors?”
– Stanford University

For more information about On Campus, to suggest a possible feature for an upcoming issue, or to register for the Trainers listserv, please contact Joshua Lessin at lessin@ncura.edu.
Phone: 202.466.3894.
Review sessions will be held in **Pittsburgh** (Friday, October 17) and **Washington, DC** (Saturday, November 1)

For further information contact: Shisler@cra-cert.org or call 859-441-4452
The Jefferson Medical College of Thomas Jefferson University, Philadelphia, PA, with several departments rated in the top ten of the country’s research medical schools, is seeking an individual to oversee its research administration which includes over $80 million in annual NIH research funding.

Selected candidate will direct and monitor the administration infrastructure and related systems that support and facilitate research activities including pre- and post-award grants and contracts. Requires Bachelor’s degree with a minimum of 10 years experience in university grants and contracts administration as well as 5 years management experience, expertise in negotiation tactics, and thorough knowledge of all federal agency policies, rules and regulations. As we will be entering into a phase of process improvements, knowledge of computer applications, databases and electronic grant preparation, routing and submission is a plus.

Interested individuals should submit letter of application, resume and the names and addresses of three references to: Linda Mitchell, Director of Employment, Thomas Jefferson University, 201 South 11th Street, Philadelphia, PA 19107-5595. Email: Linda.Mitchell@Jefferson.edu. Review of applications will begin September 1st and continue until position is filled. Thomas Jefferson University is an equal opportunity/affirmative action employer.
Mississippi State University invites applications and nominations for the position of Vice President for Research. The Vice President for Research reports to the President and develops, establishes, and administers policy for research. Working closely with the faculty to facilitate and encourage research and scholarly activities, the Vice President is responsible for overseeing all policies and procedures relating to research, technology transfer, and economic development. The Vice President for Research works closely with other senior administration officers to develop strategic directions and budgetary recommendations that encompass the full academic mission of the university.

Mississippi State University, a land-grant institution, is a Carnegie Doctoral/Research-Extensive institution and the largest university in Mississippi. A full-time faculty of 930 serve 16,600 students (20% graduate students). The university has total annual revenues of $460 million and $126 million in research grants and contracts. For 2001, Mississippi State University ranked 57th among public universities in total research and development expenditures, 5th nationally in agricultural science expenditures, and 34th in research expenditures for engineering.

Primary responsibilities of the VP for Research are to:
• Provide visionary leadership for the continued expansion of research activities into additional state, national and international arenas in which Mississippi State University has recognized strengths and unique capabilities.
• Facilitate and strengthen the research infrastructure and competitiveness of the University;
• Facilitate and expand participation of faculty, staff, and students in developing new knowledge and technologies and other forms of creative achievement;
• Increase external financial support for research at the University, particularly for large, long-term interdisciplinary research projects and facilitate multi-disciplinary programs among units within university;
• Advance Mississippi State University’s interests with national institutes and foundations, legislative bodies, governmental agencies, industry, and research consortia within the US and abroad; and
• Foster excellence in research throughout all disciplines.

Qualifications of the Vice President for Research include:
• An earned doctorate and academic credentials appropriate for appointment as a tenured professor at MSU;
• Demonstrated understanding of federal appropriations processes and roles of federal and non-federal agencies in research and development;
• Experience with and knowledge of the multiple missions and roles of a land-grant university, including contributions to Economic development;
• Able to build and sustain collaborative ventures, partnerships, and coalitions with business and industry, state agencies and other organizations;
• A record of personal excellence in research/scholarship, including a sustained research program in the competitive arena, an understanding and appreciation for science and technology and its applications, an exceptional record of peer-reviewed publications in national and international journals, experience as a faculty member, and a record of collegiality;
• Demonstrated skills in budget development, management, and resource allocation;
• Strong credentials in academics, with an understanding that excellence in research and excellence in teaching are linked;
• Understands issues concerning research security and meets eligibility requirements for access to classified information; and
• Demonstrated commitment to diversity.

Korn/Ferry International is assisting with this search and invites confidential inquiries, nominations and applications. Candidate credentials will be reviewed upon receipt, and the search will continue until the position is filled. A description of qualifications is available on the MSU website at www.msstate.edu. For inquiries, additional information, and nominations contact Karen Vassar at karen.vassar@kornferry.com; fax: 202/318-4475.

To apply please visit www.ekornferry.com and click OPPORTUNITIES. Enter code SL157 to view the full position description and follow online instructions for submitting confidential materials.

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DIRECTOR OF GOVERNMENTAL GRANTS/ CONTRACTS & COST REIMBURSEMENT
ECU, a constituent institution of the University of North Carolina

DESCRIPTION:
Oversee $45 million in federal, state and privately sponsored research and other programs at East Carolina University.

The person in the position leads a staff of 4 professional and 4 office staff. Responsibilities of the position include leading and participating in the following functions:

- Performing all post award administration on Government sponsored agreements, assessing the appropriateness and reasonableness of expenses
- Working closely with the Office of Sponsored Programs, Office of Technology Transfer, and Space Management staff on Pre and Post Award processes
- Reporting all external financing and property to governmental agencies and sponsors
- Establishing and monitoring recharge rates applicable to government sponsored agreements
- Preparation and application of facilities and administrative indirect cost rate proposals
- Designing and disseminating information to Principal Investigators, their support staff and other customers of the post award process
- Ensuring compliance with applicable governmental regulations, audits and OMB circulars
- Development and maintenance of budget processes relating to governmental grants and contracts
- Tracking, collecting and reconciling all governmental grants and contracts receivable accounts

A Bachelor’s degree in Accounting or Business Administration or equivalent relevant work experience is required. An MBA, CPA, or CMA is desired. A minimum of five years of substantive and progressively responsible management experience in post award management or other related experience is required. The candidate must have a demonstrated record of successful management skills, and excellent knowledge of accounting practices and principles, and fund accounting. A comprehensive understanding of federal and state regulations, cost accounting policies, and specialized accounting principles is required.

ECU, a constituent institution of the University of North Carolina, is a doctoral institution with an enrollment of over 20,000 students and approximately 4,400 faculty and staff. Enrollment is expected to increase significantly within the coming decade. The institution has a wide range of academic programs and professional schools, including the Brody School of medicine, which is recognized as one of the top medical schools in rural and primary care medicine in the nation. More information about the campus is available through the campus website www.ecu.edu.

The University is located in Greenville, the educational, commercial, medical and cultural center of the historic coastal plains of eastern North Carolina. The city has population of 60,000 with an additional 60,000 population in Pitt County. The area is approximately midway between the metropolitan Raleigh-Durham area and the beautiful Outer Banks. More information about the area is available through the website, www.greenvillenc.org, of the Greenville-Pitt County Chamber of Commerce.

Confidential review of candidates will begin September 2, 2003 and continue until the position is filled. Letters of nomination or application should be directed to Charles M. Hawkins, Senior Associate Vice Chancellor for Financial Services, East Carolina University, 120 Reade St., Greenville, NC 27858.

East Carolina University is a constituent institution of the University of North Carolina. An Equal Opportunity/Affirmative Action Employer.
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) will only be published. The minimum rate is $400. Advertisements should not be construed as official endorsements by NCURA. For additional information, please contact the NCURA office at:
Phone: (202) 466-3894 Fax: (202) 223-5573
E-mail: info@ncura.edu Website: www.ncura.edu
Changes of address should be reported to NCURA, One Dupont Circle, NW, Suite 220, Washington, DC 20036

NCURA’s First Industry/University Congress is a Success

The first Industry/University Congress was held in San Francisco on August 19 and 20. The event was sponsored by NCURA, along with the National Academy of Science (through the Government-University-Industry Research Roundtable) and the Industrial Research Institute. It brought together over 30 delegates from universities, industry, and government to begin discussions on how universities and industry can better work together.

Strong industry-university research collaborations are essential to the well-being of the nation. U.S. based companies and U.S. based universities have a history of fruitful research collaborations. Today’s economic pressures make industry-university research collaborations more important than ever. In addition, changes in the business and technology environment, such as globalization, create both new opportunities and new challenges for creating successful research partnerships between industry and universities.

The Industry/University Congress was conceived in order to bring together a group of distinguished representatives from various constituencies in university, industry, and government sectors to identify ways in which research relationships can be strengthened and streamlined. The delegates reviewed external forces that impact the R&D cycle from research to commercialization and those that affect industry-university partnerships.

The Congress examined a set of goals and objectives for the future that would help make collaborations work better, identified the barriers to achieving those goals and began the process of identifying strategies to move towards that envisioned future.

As an example, the Congress saw that current economic and technological forces necessitate a strong technical and scientific workforce. Industry sponsored projects at universities generate both funding and real-world research opportunities for university undergraduate and graduate students who will become tomorrow’s workforce for industry. How can industry-university-government policies and practices encourage the industry/university collaborations that will help this happen?

Other issues that will be dealt with over the next year by the Congress include re-engineering intellectual property agreements, dealing with national security concerns in sensitive areas of industry-sponsored research, and encouraging industry-university relationships that can be a positive force for economic development.

The Congress is in its initial stages, and NCURA is very proud to have been a part of its inception. The work will continue over the next year, with the Congress soliciting more input from various constituencies in the university, industry, and government communities, developing strategies that will improve relationships and help all the parties achieve success.
The FRA V meeting will address how we can maximize our assets to be at our most effective in the financial administration of sponsored research. Based on your feedback, we will be updating and bringing back those sessions and speakers that made the conference for you last year. In addition, we are adding new tracks and a special focus on the communication elements we need to consider in our profession.

Your FRAV program committee is now focused on the offerings that will be chosen under each of our 7 tracks: Transactional, Compliance, Costing, Departmental, Hospital/Non-Profit, Primers and Communication. We are also expanding the workshop offerings so that the topics span a wider range and more people will be able to take advantage of this additional opportunity for learning and networking.

The program committee is taking great ideas and making them outstanding by carefully looking at all aspects of the session to make every offering the strongest it can be!

The process of crafting the topics for each session time slot is near complete and we'll be looking forward to sharing with you a preliminary program at the 45th Annual Meeting.

We will be bringing the dinner groups that are so popular at the Annual Meeting, to San Diego. One of the nights, the dinner groups will be topic oriented by track so you can meet and dine with those individuals who share your interests. This opportunity to meet new people and build connections that you will enjoy throughout the year is another invaluable resource.

We are pleased to have a beautiful back drop for you as you meet your colleagues and build your peer network. This will be San Diego, CA where blue skies keep watch on 70 miles of beaches and a gentle Mediterranean climate. Bordered by Mexico, the Pacific Ocean, the Anza-Borrego Desert and the Laguna Mountains, San Diego offers immense options. And with the Mexican city of Tijuana just minutes from downtown, San Diego is an international experience with all the comforts of a city.

As we will be at the 3 star, newly renovated San Diego Marriott, we will also enjoy the convenience of being right downtown! San Diego International Airport is only 3 miles northwest of downtown San Diego. From suave steakhouses and eclectic ethnic fare to dinner clubs and sultry jazz bars, the over 100 restaurants intermingled with dance and drink are all situated within blocks of each other.

FRA V is an outstanding opportunity for our FRA Community that
• spotlights the information you need to do your job effectively
• focuses on how to communicate effectively in your position
• and nurtures the building of a network of friends and colleagues to share and learn from throughout the year.

See you in warm, sunny San Diego in 2004!

Kerry Peluso is the Chair of FRAV and serves as the Director, Post Award Financial Administration, Office of Research Services, University of Pennsylvania.

Your program committee, listed by the area they are heading up, follows:

| Conference Chair: | Kerry Peluso, University of Pennsylvania |
| Communication:    | Kathleen Larmett, NCURA Cancer Research Center |
| Compliance:       | Tom Cooley, NSF Laura Wade, University of Texas, Medical Branch at Galveston |
| Costing Track:    | Pat Fitzgerald, MIT John Bain, Harvard |
| Departmental:     | Scot Gudger, Oregon Health & Science University Susan Cassidy, Brigham & Women’s Hospital |
| Hospital and Non-Profits: | John Case, The Cleveland Clinic Foundation Tom Wilson, University of Texas, Anderson Cancer Center |
| Primer Track:     | Tim Reuter, University of Cincinnati Jane Youngers, University of Texas, Health Science Center at San Antonio |
| Transactional:    | Cindy O’Connor, Northwestern University Shandy Hussman, Huron Associates |

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By Kerry Peluso