It is hard to believe that the past year has passed so quickly. This time last year, my sole concern was the 47th Annual Meeting. So, the first thing I want to do is again thank the Program Committee for all their hard work. My very special thanks also goes to my co-chairs, Pat Hawk and Kerry Peluso, who kept us all on schedule. I also want to thank Kathleen Larmett and the rest of the NCURA staff. You hear each year the many thanks that go to the staff but until you are in my position, there is no way you can understand how fabulous they are. My thanks also go to you as attendees of the annual meeting. We had a record attendance of 1,763 registrants!

With the annual meeting behind me, my attention turns to the next year as President of NCURA. As you all read in the last NCURA Newsletter, national and regional leaders met this past summer to discuss recruitment and retention of members as well as how to strengthen the national and regional partnership. There are a number of recommendations that came out of the Leadership Summit that still need to be addressed.

continued on page 11

Message from the 2006 NCURA President
by Laura Wade

A Farewell from your Co-Editors
by Marianne Woods and David Richardson

NCURA Officers and members may come and go but the one remaining constant is the NCURA Newsletter. It was with great pleasure to have been a piece of this wonderful publication. We sincerely enjoyed the opportunity to [hopefully] educate and entertain. While we will not miss the deadlines, we will miss having the opportunity to work with a great group of contributing editors and the national staff. We personally wish to single out the following for their contributions:

• Marilyn Surbey – FRA
• Tom Wilson – BioMed
• Steve Dowdy – eRA
• Connie Armentrout – Industry
• Susan Sedwick – Senior
• Richard Miller – Compliance
• Tony DeCrappeo – Capital View
• Kathleen Larmett
• Tara Bishop

Without these individuals the NCURA newsletter would not be the great publication that it is today. Thank you all for a great three years.

Marianne Rinaldo Woods is Associate Vice President for Research, The University of Alabama and David Richardson is Director, Office of Sponsored Programs, Virginia Tech.

Financial Research Administration VII
Enhancing the Partnerships
April 2 – 4, 2006
La Quinta Resort & Club, La Quinta, (Palm Springs), CA

Six years ago NCURA recognized the need to educate, train, and inform Financial Research Administrators on our campuses. The NCURA FRA conference is the main source for training and information dissemination among your colleagues. This year’s conference, FRA VII Enhancing the Partnerships, will continue that tradition of professional development for financial research administrators, central administrators, and
NCURA Newsletter welcomes new editors

Welcome to our new editors: Robert P. Lowman, Associate Vice Chancellor for Research Director of Research Services, University of North Carolina at Chapel Hill; Olivia A. Scriven, Special Advisor for Sponsored Programs, Spelman College; and, Peggy S. Lowry, Director, Office of Sponsored Programs and Research Compliance, Oregon State University.

A few words from the new editors:

Marianne and Dave did a great job, and they are leaving big shoes to fill. All I can say is Peggy and Olivia are first-rate colleagues, and the three of us will do our best to continue producing a newsletter NCURA members can count on. Plus, we’re going to have fun along the way!

Bob Lowman

I always look forward to reading the NCURA Newsletter as it contains such a wealth of information. It is very exciting to now have the opportunity to work with this publication and with my NCURA colleagues Olivia and Bob.

Peggy Lowry

Through years of dedication, commitment and innovation, NCURA has developed into a nationally respected organization which creates standards in research administration. I am excited to be a part of NCURA’s continued organizational development and to work with Peggy and Bob to explore creative ways to engage our members and share information that speaks to the diversity of our institutions and the increasing complexity of our field.

Olivia Scriven

48th Annual Meeting Planning Begins!

Judy L. Fredenberg, Executive Director of Federal Relations, University of Montana and Denise A. Wallen, Special Assistant to the Vice Provost for Research, University of New Mexico to co-chair.

Pamela B. Whitlock, NCURA’s Vice President/President-elect and Director, Office of Sponsored Programs, University of North Carolina at Wilmington, to lead planning committee.

I am pleased to have the opportunity to lead the planning for the next NCURA annual meeting. Although we may feel that we’ve just returned from the great annual meeting in November, planning has already begun for NCURA’s 48th annual meeting to be held November 5-8, 2006. I am overjoyed that Denise Wallen and Judy Fredenberg have agreed to serve as program co-chairs. David Richardson and Bo Bogdanski will lead the workshop planning. We have an outstanding committee that have volunteered their time and energy to again stage a strong meeting that will have something for everyone across the broad spectrum of research administration. Please mark your calendars now for what promises to be an exciting and educational event.

Pam Whitlock

I am delighted to be part of the 48th Annual Meeting and look forward to working with Pam Whitlock, Denise Wallen, and the rest of program committee. As part of this team, I anticipate an exceptional 2006 program as NCURA continues to strive for excellence in meeting the varied needs of our membership.

Judy Fredenberg

I am delighted to serve under Pam Whitlock with my colleague and co-chair Judy Fredenberg. Our upcoming NCURA Annual Meeting team is in the midst of beginning its planning and preparation for 2006. This promises to be another stellar event and I look forward to the opportunity to contribute to it.

Denise Wallen
2005

THE PAST YEAR IN REVIEW

by Jerry Fife

I want to thank all of you for supporting me during this past year. I know you will provide the same support to Laura Wade as she assumes the Presidency.

The NCURA Board began 2005 by reviewing and updating the strategic plan. NCURA’s strategic planning meeting formalized NCURA’s commitment to take care of your needs. As we continue to work to provide the best products available, I am pleased that our Professional Development Committee was able to identify and begin development on a new on-line tutorial, and the next chapter in NCURA’s history of excellent traveling workshops – this one for Financial Research Administrators. Both of these programs will be announced in the coming months so be sure to watch the NCURA web site and newsletter. This year also saw the addition of a traveling workshop on Export Controls, with a special session for advanced learners held in December. Plans are currently underway to present several more of these sessions in 2006.

Another area the NCURA board added to our plan is to identify ways in which NCURA can support and enhance building relationships with and among members. A major step in this direction is the development of a formalized mentoring program and our Nominating and Leadership Development Committee has been at work on this throughout the year, with an expected launch of their plan in 2006.

I thought it might also be useful to review the areas of focus I envisioned coming into the year and report progress that has occurred during the year.

Volunteerism. This organization has the enviable position of having many volunteers willing to assist in carrying out the activities of NCURA at both the national and regional level. As a result of one of the needs expressed at the Leadership Summit held this summer, NCURA has hired a full time Volunteer coordinator. Many of the regions have appointed volunteer coordinators as well.

Advocacy. At the January NCURA Board meeting the strategic plan was updated and advocacy evolved as an area where board members believed NCURA should have a more active role. This was reaffirmed at the Leadership Summit. There is a continued commitment to explore possibilities such as public service announcements in support of research, utilizing key note speakers that are in a position to advocate for research administration and possible distribution of some of NCURA’s video clips to member institutions.

Explore and Implement Methods to Maintain and Increase NCURA Collegiality. This was another topic that was discussed in detail at the Leadership Summit and as a result the New Member Breakfast was reinitiated at last years annual meeting. In addition, national and regional officers attended the new member orientations at the annual meeting to ensure contact with new members. Some of the regions have initiated personal phone calls to new members to establish early contact with new members.

Increasing Partnerships with our Federal and Association Members/Colleagues. At the Leadership Summit many attendees were surprised that NCURA has 11 existing partnerships. It is critical that NCURA not only maintain existing partnerships but also to create additional partnerships where there is benefit to members. The Strategic Growth Task Force continues to work on enhancing existing partnerships and identifying additional partnerships.

The successes of the past year represent a joint effort by the NCURA Officers and Board, Regional Officers, NCURA Staff, Committee Members and the countless members that are always willing to contribute. NCURA is a healthy and growing organization that continues to experience success due to careful planning, execution of its strategic plan and the numerous volunteers willing to serve. It has been an honor to serve as NCURA President.

Jerry G. Fife is the Immediate Past President of NCURA and serves as the Assistant Vice Chancellor for Research Finance, Vanderbilt University.
Top 10 Reasons We Love Research Administration
by Victoria Ratcliffe and Dawn Bennett

10. The only thing you know for certain is that nothing is for certain.

9. Explaining the difference between your institution’s F&A rate and taxes.

8. Just when you think you have Research Administration figured out someone comes along and in a 2 minute conversation reformats your hard drive.


6. Trying to answer the question “What do you do?” in 20 words or less.

5. Unlimited supply of acronyms.

4. Trying to understand or explain FARs, CFRs, and/or PARs.

3. 99.99% of all questions can be answered with “It Depends”. The remaining .01% of questions can be answered with a blank stare.

2. The default answer is probably “NO” with a jumbled series of numbers referencing a FAR, CFR or OMB Circular if they would like to look it up.

1. For the above reasons, a degree in research administration is unavailable.

Noteworthy!

Milestones

As of February 6, MYRTA STAGER will be leaving the University of Texas Medical Branch at Galveston and will join the NCURA staff as Volunteer and Regional Assistance Coordinator.

JUDY COOK has joined North Harris-Montgomery County College District as a Grant Research and Compliance Specialist.

As of February 1, 2006, MARILYN SURBEY will be leaving Emory University to be a Senior Manager, Public Services Practice with BearingPoint.

WILLIAM SHARP now serves as the Director of Research Integrity, Office of the Vice Provost for Research, The University of Kansas.

Best of luck to all of you!

Victoria Ratcliffe serves as Training Coordinator, Virginia Tech and Dawn Bennett is Post-Award Grants Administrator, Virginia Tech Office of Sponsored Programs.
Thank you, Milt (Cole), for that generous introduction, and for sacrificing your credibility in making it. I want you to know that if my wife Julie were here she would have nodded her head in approval at everything you said, but that if my Mom were here, she would have believed every word of it.

When I first received the call that I was going to be awarded the Outstanding Achievement Award, I think I must have yelled out in surprise because my staff began gathering to congratulate me. Word spread quickly because faculty and staff began calling. It wasn’t too long before the University News Services interviewed me for a press release followed soon by a call from the student newspaper and then the St. Louis Post Dispatch. Needless to say, I was feeling pleased with myself. As the people started drifting away, the phone rang one more time. My secretary answered it and said, “Who shall I say is calling? Just a minute, please, let me see if he is available.” Putting her hand over the mouth piece, she leaned slightly forward and said excitedly, “It’s Christine Hayes from the Washington Post.” Wow, I thought, NCURA must have a lot more influence than I ever imagined. Nervously taking the phone, I said, “This is Steve Hansen.” The woman said, “Mr. Hansen, my name is Christine Hayes and I’m with the Washington Post. I’d like to know if you’ve had the chance to consider our special 25 week offer for home delivery.” I wonder if there is some law of Physics about how fast an ego can deflate.

I want to thank all of you for this tremendous honor. I have spent the last 25 years trying to understand research administration, and I am not sure that I yet know its principles, subtleties, and nuances. Every time I come to a NCURA meeting, I am confronted and confounded by some new paradox and I learn anew how much I do not know. Although there is much I don’t understand about research administration there is at least one thing I have learned that I would like to share with you.

The most important thing I have learned in research administration is that one must act in good faith. According to author Kurt Vonnegut, Laurel and Hardy exemplified acting in good faith. What Vonnegut meant was that Laurel and Hardy went through life innocently while absurd things happened all around them – a falling piano narrowly missing them as they walk down a sidewalk or stepping around a pot hole in the street only fall into a bottomless mud puddle. Yet despite these unexpected and outrageous events, they proceed expecting the world to be rational, orderly, and fair. I have learned from research administration that it best to proceed in the same way – assume the good intentions of others, work for the good of the whole, and expect the best even though absurd things are happening all around you.

Let me try and illustrate what I mean by acting in good faith, and as I do so, I want to thank some of the people who have taught me these lessons.

Acting in good faith means being civil. To my good friend, Kim Moreland (University of Wisconsin), thank you for trying to teach me this important fact. Regardless of title, power, or intelligence, Kim understands the responsibility all of us to be respectful, polite, unassuming, and actively considerate. As she so succinctly put it to me; “Steve, since you’re not the sharpest pencil in the box, you need to at least learn how to be polite.”

Acting in good faith also means acting with enthusiasm. Ada Sue Selwitz (University of Kentucky) has taught me the importance of enthusiasm. Enthusiasm gives energy to leadership. Enthusiasm is the fuel that makes good ideas work. Ada Sue often quotes Winston Churchill who said that success is nothing more than going from one failure to the next with undiminished enthusiasm. She taught me that given my record, I would be well served to be enthusiastic.

Acting in good faith also means never losing sight of the greater good. Alice Tangredi-Hannon (University of Pennsylvania) told me that one should never confuse means and ends. Value and respect the process, she said, but never lose sight of the goal and never let the process become the goal. The key, she said, was to be flexible in the means for achieving the ends. It was this kind of advice that helped me understand the difference between managing for research and the management of research.

Acting in good faith means controlling personal arrogance and ego. Adlai Stevenson once said that “flattery is okay as long as you don’t inhale.” By observing Dick Seligman (California Institute of Technology), a person who does not inhale even though he deserves to more than anyone else, I am reminded that my own mistakes usually result from failing to understand that vanity is not a strength.

Acting in good faith also means taking action. Kathleen Larmett (NCURA) has taught me that instead of accepting what cannot be done, that it is important to imagine solutions and to make things possible. Management, she has said is the art of the possible; the courage to take action, and the ability to make a positive out of a negative.

Acting in good faith has been taught to me over and over again by many of you, but especially by Mary Husemoller, Milt Cole, Steve Erickson, Steve Smartt, Ardis Savory, Cheryl Lee Howard, and Cliff Shisler. All of you who have shown me the good sense that I can learn more if I listen instead of talk. As my friend Milt Cole has frequently reminded me, with apologies to Abraham Lincoln, that given my abilities it was best for me to remain silent and thought a fool than to open my mouth and remove all doubt.

I want to thank my colleagues at SIUE; Jo Barnes, not just my right hand, but my right arm and half of my brain as well, Jerry Pogatschnik, now at Eastern Kentucky, Ron Schaefer, Gail, Trisha, Dave, Linda, Cindy, Lil, Chris, and Tammy. They all have made me look like I knew more than I really did.

Lastly, I want to thank my family; my sweet wife, Julie, our two precious sons, Bryan and Andrew, my big brother Marc, his beautiful wife Peggy, and my dog Boo. When things happen, whether absurd, bad, or indifferent, we are faced with choices on how we can react. From my family, I have learned that acting in good faith means choosing the positive; not accepting what’s negative, searching for what is possible and searching with enthusiasm with the expectation that something good will happen. Its like my dog Boo. Every month, she gets a heart worm pill – its bitter, its big, its nasty. Even though she knows this, she will sit before me with civility, her tail wagging and eyes bright; expecting the best not discouraged by that bitter pill. That, my friends, is acting in good faith.

Thank you all for helping me understand that success in research administration, as in life, depends upon acting in good faith.

Steve Hansen is Dean, Graduate Studies & Research, Southern Illinois University at Edwardsville.
The scientists are naïve and arrogant. They can get tangled up in their own underwear faster than anybody.

Anthoni Fragomeni
COBE Observatory Manager

In his engaging plenary session on Project Icecube, Dr. Francis Halzen used this enlightened quotation to open the NCURA annual meeting. This observation is especially true when investigators from multiple disciplines and institutions collaborate to submit large center proposals.

Several sessions at the annual meeting of NCURA were devoted to the topic of large center proposal development offering insights into how institutions are facilitating these proposals appropriately dubbed by one of the presenters as “3-M” proposals: multi-disciplinary, multi-institutional and multi-million dollar. This type of support appears to have come full circle in some respects with many institutions initiating proposal development units that employ grant writers and editors, a practice abandoned a decade ago. Successful center proposals are faculty driven, administratively supported and institutionally endorsed.

Perhaps the most aggressive example given was the Interdisciplinary Research Support (IRS) unit at the University of California-Davis and the more informal research vision study group. Like their federal counterpart sharing the same acronym, the slogan for IRS is “we’re here to help.” The unit provides center proposal develop support through a full-time director and three grant writer/budget persons who coordinated the submission of 39 proposals last year.

The study group acts as a think tank that is empowered to brainstorm “out of the box” ideas. That group meets informally twice per year and is lead by the Vice President for Research. North Carolina State coordinates preliminary strategies and provides project team facilitation. Other institutions focus on providing exemplary administrative support for center proposals through support for logistical scheduling and budget development. Representatives from the central research administration offices work as a part of the technical proposal development team. Teams are expected to comply with internal timelines and research administration representatives ensure milestones are met and keep the central administration apprised of progress or problems. Most institutions have developed policies and procedures for internal processes to address limited submission opportunities.

Few outcome measures were offered but it was clear that most institutions were placing an emphasis on qualitative as well as quantitative measures. Some institutions provide monetary incentives in the form of sponsored research incentives to the units involved.

For more information on the programs mentioned above, consult these websites:

http://research.ucdavis.edu/home.cfm?id=OVC,4
http://www.ncsu.edu/research/pdu/offer.html

Susan Wyatt Sedwick is Associate Vice President for Research and Executive Director for Research Services, University of Oklahoma – Norman Campus.
Enterprise Risk Management - What is it and How do you implement it?

What is an enterprise risk management (ERM) program? First we need to define what is a risk. One manager simply stated that risk was “What keeps you up at night.” Risk can also be defined as any issue or event that adversely impacts the institution’s ability to meet its objectives. The complex and rapid changes in today’s world continually affect universities and the universities’ ability to identify and manage risks. Risks can affect the entire university and include financial, operational, technological, environmental, regulatory compliance, competitive, strategic, litigation, reputational, political, etc. In university environments, risks have traditionally been addressed in a decentralized manner where risks are managed independently in separate divisions, colleges, or departments and not necessarily coordinated between units or major functional areas.

Enterprise risk management is an emerging model at institutions of higher education where the management of risks is integrated and coordinated across the university as a whole. Enterprise risk management moves the traditional risk management process from a fragmented and ad hoc approach to an integrated, continuous, and broadly focused approach. Assessing risk data from across various departments and units provides managers the information needed to address risks on a broader university-wide scale. Enterprise risk management increases the awareness and connectivity of personnel at all levels. Assessing risks from a university-wide perspective provides personnel the opportunity to review their responsibilities and to review how, what they do or don’t do, affects the achievement of the overall mission and goals of the institution. Managing risks requires identifying the risks and exercising prudent judgment to eliminate, limit, shift, or accept the risks.

Why implement a university-wide risk management program? Those institutions that have implemented an ERM program benefit from having a consistent and systematic approach to managing risks. The institutions have the ability to critically review their activities, assess new ideas, and seize opportunities. The institutions can align their risk appetite with risk management strategies. An ERM program increases communications, facilitates cross-institutional working, and improves awareness and buy-in of initiatives and new activities. One executive asked, “Isn’t enterprise risk management just good planning”? Enterprise risk management is just that. It is good planning for activities and initiatives but also good assessment, management, and monitoring of those activities. For example, at many universities there may be a number of risk management activities performed within departments or colleges but those activities also occur in other departments and colleges throughout the university (i.e., student travel, data security, development activities, etc).

In a decentralized environment, responsibility and accountability is typically located at the unit level. Each unit retains ownership for managing their specific risks. However, assessing the risks from a university-wide perspective heightens the awareness of the most significant risks, improves the communication and cross-institutional working for those risks, and allows for the effective management and coordination of the mitigating activities used to manage those risks.

How do you implement an ERM program? In order to have an effective enterprise risk management program, there must be support from the top. The executive management must be a sponsor of the program. Their direct and visible involvement drives its success.

Other major components of enterprise risk management include performing risk assessments, identifying mitigating activities, and developing a monitoring plan, including a focus on continuous monitoring, follow-up, independent review, and reporting to executive management the status of risk management activities.

Risk assessments begin with establishing a common risk language. Using a common definition of risk and categorizing the various types of risks assists university personnel in brainstorming and identifying risks significant to their institution. Risks can be categorized in many ways such as strategic (affecting the achievement of goals, competitive and market risks, etc.); financial (loss of resources or other assets); operational (management processes, administrative procedures, controls, etc.); compliance (laws and regulations, safety and environmental issues, litigation, conflicts of interest, etc.); reputational (varied constituencies, political issues, media relations, etc.); and technology (computing infrastructure, applications, security, etc.)

Once identified, risks are prioritized or ranked while considering both the impact or consequence of the risk and the likelihood or probability that the risk could occur. Institutions can use a numerical ranking system and/or a 3-tiered high, medium, and low ranking method.

The next step involves identifying strategies (mitigating activities) for managing risks and assessing those strategies to identify any potential gaps. Potential gaps include faulty underlying processes, deficiencies in areas of accountability (i.e., not clear as to who is responsible for the activity or where multiple persons are responsible for the activity), and ineffective or missing procedures.

The final step involves developing and implementing a monitoring plan and reporting process for the on-going risk management activities. Reviewing key performance indicators for the mitigating activities assists management in assessing whether the activities continue to be effective.

Each one of these steps, depending on the culture of the institution, can be done in a facilitated workshop setting, group presentation and discussion, one-on-one meeting, or by e-mail and telephone. The main objective is to raise awareness of the risks that can affect the university’s mission and to coordinate the strategies used to address those risks in the day-to-day operations.

Peggy Zapalac is the Director, University Risk Management, Texas A&M University.
The vote has concluded and three important changes have been approved concerning the Region’s Bylaws. The three main changes for the Bylaws are:

1. A new officer, Treasurer Elect is to be created. The Treasurer’s term will be reduced from two to one year. A Treasurer Elect will serve one year assisting the Treasurer and then assume the title of Treasurer at the end of his/her term.

2. The Secretary shall be responsible for the hospitality suites at the annual Spring Meeting and the National Meeting.

3. A Volunteer Coordination Committee, chaired by the Chair Elect, will be created. This Committee will coordinate volunteer efforts for members of Region II and coordinate the new member reception at the annual meetings.

The Region II officers and Steering Committee believe the proposed changes will better serve the Region.

We have launched the beautiful new Region II website, located right off of the National’s website. Congratulations to Maureen McMahon, our Secretary, the members of the Communications Committee, and our webmaster, Mary Bigelow, of Seton Hall, for their hard work on the new look and content of the website. To get to the new website, point your browser to: http://academic.shu.edu/grants/ncura2/.

Anyone wanting to get more involved in the Region can either contact me, at the email address below, or 2006 Chair, Cheryl Williams at: cwilliam@orpa.rochester.edu, who is coordinating volunteer opportunities.

With winter upon us, it is hard to think of spring, but April will be here soon enough, and April 23-25 at the Marriott Seaview Resort in Galloway New Jersey, right outside Atlantic City, Region II is having its 2006 Spring Meeting. For those who want to mark their calendars in advance, the 2007 Spring Meeting will be held April 22-24 in Rochester, New York, and in April 2008 the Spring Meeting will be held in Pittsburgh.

Congratulations are due to two new officers elect of Region II. Ruth Tallman, of Lehigh University, assumed the position of Chair Elect in January, and Diane Shaw, of The Pennsylvania State University, became our new Secretary in January. Kudos go to our outgoing Secretary, Maureen McMahon, of the University of Maryland, Baltimore County. My term has ended, and I am honored to have had the opportunity to serve as your Chair.

REGION II
Mid-Atlantic

Greetings Region II Colleagues:

There are a number of things to report for this Regional Corner.

With 62 new members joining in November, Region II now has a total membership of 1248. Of the 1,763 participants who attended the National Meeting last month in Washington, I know that the 379 who attended from Region II had a professionally beneficial and thoroughly enjoyable experience.

As those who attended know, Region II was highly successful on Vegas Night as the pirates of Treasure Island. Special thanks for making Vegas Night a success go to Ann Holmes and Helena Moynahan of the University of Maryland, College Park, and Angela Wish of American University. Among the other members of the Region II pirates’ crew were Shane Crounse of RIT, Kathy Decker of Seton Hall, and Caristine Prince of Thomas Jefferson.

This year we had two winners of the Region’s $1,000 travel award. The two successful applicants were Ann Corrigan of the MediSys Health Network in New York City and Phillip Mason of Fairmont State University in West Virginia. Congratulations to Ann and Phillip on attending their first, of many we hope, NCURA conferences!

REGION I
New England

Congratulations to the Program Committee and NCURA office for another superb Annual Meeting. The meeting was a huge success (with record breaking attendance) that I’m sure was enjoyed by all.

Congratulations to the winners of the Bernard McLane Travel Award, Thomas Hedderick, Boston University and Kevin Middleton, Rhode Island College. Congratulations also go out to the 2005 New England Regional Meeting’s Raid On Treasure Island. We have launched the beautiful new Region’s website, located right off of the National’s website. To get to the new website, point your browser to: http://academic.shu.edu/grants/ncura2/.

The results of our Regional elections are in. Congratulations to Tammy Raccio of Yale University. Tammy will succeed Gary Smith as Treasurer. After a runoff election for Regional Chair, Gary Smith was elected as the incoming Chair. Congratulations Gary! I succeed Vivian Holmes as the Board Member from Region I. Everyone will assume their new roles effective January 1, 2006.

Our RADG season is back in full swing. Please join us as we enjoy interesting and informative presentations.

Ben Prince is 2005 Chair of Region I and Administrator for the Meyers Primary Institute, University of Massachusetts Medical School.

Congratulations to Ann and Phillip on NCURA conferences!
As always, I welcome your suggestions and comments and can be reached at demartro@shu.edu. Best wishes to all for a joyous new year!

Robert De Martino is the 2005 Chair of Region II and serves as the Director of Grants and Research Services for Seton Hall University

REGION III
Southeast

Regional III at the Annual Meeting
The annual meeting was a great success and many thanks go out to those in Region III that made it so! The Region III membership stepped up by participating in all aspects of the meeting from panelists and moderators at concurrent sessions to the hospitality suite and Las Vegas Night activities. Special thanks go to Tony Ventimiglia from Auburn University who is our region’s official Volunteer Coordinator. As a recent graduate from the Leadership Development Institute (LDI), Tony has set the bar quite high for commitment and service. And doesn’t he make a great Blues Brother? Thanks, Tony! Even with all the participation at the annual meeting, there continues to be many opportunities for member participation. Be active on the listserv and join in discussions. Use it as a sounding board and resource. Feel free to contact Tony if you have questions or would like to offer your time. He can be reached via email at ventiaf@auburn.edu.

National Meeting Travel Award
This year’s $1,000 Region III National Meeting Travel Award Recipient was Carolyn Elliott-Farino from Kennesaw State University in Kennesaw, Georgia. Carolyn is the Associate Director of Sponsored Programs (http://www.kennesaw.edu/osp/) and was recommended by Jackie Givens, the Director. The Nominations Committee, lead by Riddick Smiley of East Carolina University who is willing to volunteer to run for a position, has developed by both federal and nonfederal funding agencies to our door. We continue to receive nominations and choosing new officers. More information will follow and will be made available to members via the Region V listserv and/or the Region V homepage.

Govind Narasimhan is the Chair of Region V and is with the Office of Finance – Contracts & Grants at The University of Texas Medical Branch.

REGION IV
Mid-America

The date is rapidly approaching on the Region IV Spring Meeting in Grand Rapids, MI. Plan now to Ride the Rapids with us April 29-May 2, 2006!

We’ll be kicking off with a full day of workshops on April 29, followed by two and a half days of sessions starting the morning of April 30 and closing at noon on May 2. The Program Committee has been working hard to make this meeting chock full of valuable information.

For those of you who like to make reservations early, you may do so by calling the Amway Grand at 800-253-3590 and reference NCURA to get the conference rate of $110. Visit their website at www.amwaygrand.com for a preview of the wonderful facilities.

Congratulations to Mary Nutter at the University of Illinois, who won free registration for the regional meeting by having her name drawn from the new members attending the Region IV Business Meeting at the national conference.

Also coming up very soon is nomination time for various regional roles. Please keep your eyes open for an announcement of what positions are available and consider getting involved. At-Large positions are a great way for newer members to get involved and do not require a large time commitment.

Erin Nash is Chair of the Communications Committee for Region IV and is a Grants and Contracts Manager in the Office of Research and Sponsored Programs at Ohio University.

REGION V
Southwestern

The Program Committee has put together an excellent program for the spring 2006 meeting in Austin, Texas. The meeting dates are May 7th through the 10th and the meeting will be at the Doubletree Hotel. Additional information like the finalized program, registration rates etc will soon follow. Members interested in moderating or volunteering may contact Vicki Cox at VCox@cns.neusc.bcm.tmc.edu or me at gonarasi@utmb.edu or any of the regional officers. Additional contact information and general information can be found on the Region V homepage.

As the term of some of the officers comes to an end our region will soon be soliciting nominations and choosing new officers. More information will follow and will be made available to members via the Region V listserv and/or the Region V homepage.

continued on page 28
“Murphy's law (also known as Finagle's law or Sod’s law) is a popular adage in Western culture, which broadly states that things will go wrong in any given situation. It is most commonly formulated as “anything that can go wrong will go wrong.” In American culture the law was named after Major Edward A. Murphy, Jr., a development engineer working for a brief time on rocket sled experiments done by the United States Air Force in 1949.”

I wondered, what would Major Murphy say if he had been a contract administrator at the 2005 NCURA conference? So I put myself in his shoes and I wrote down the following statements made by members (or partially made by members) during the conference. Thus, corollaries of Murphy's law for the contracts administrator.

✓ Despite the posted airline schedule - airplanes will arrive at Washington airports at the exact time which will allow you show up for your committee meeting exactly ten minutes late.
✓ No matter how hard you pray, export control will not go away.
✓ When one crisis is addressed, the next crisis is on your e-mail.
✓ Policies become outdated as soon as they are approved.
✓ Effort reporting; Export controls; Audits; Cost transfers; Compliance; Grants.gov; Conflict of Interest; International contracting; Data ownership; and Training are all the single most important “hot button” for your institution.
✓ If you cost share 100% of the project’s costs, you’ll probably get the award.
✓ Development offices count receipts early and often.
✓ Grants.gov lives.
✓ When you think you are a contract administration expert, you are sadly mistaken and you will soon be informed of it.
✓ An engineer who is crazy is a physicist.
✓ FAR means FEDERAL Acquisition Regulation.
✓ Just-in-time doesn’t mean you almost missed the bus.
✓ You can't get funded if you don’t submit a proposal.
✓ At the end of the day, a proposal will come to your office.
✓ Good intentions to get plenty of sleep during the NCURA conference, are nothing but good intentions.
✓ Where would the world be without the OMB Circulars?
✓ Every session at NCURA teaches one more way a research administrator can go to jail.
✓ Research administration is 20% work, 20% knowledge, 10% systems, and 50% magic.
✓ Apply, fail, re-apply, get funded.
✓ Every Institution is considering implementing, about to implement, or has just implemented a new financial system.
✓ When you return from NCURA, you find three days of unaccomplished work on your desk.

Vincent “Bo” Bogdanski is Senior Research Administrator, Sponsored Programs, Colorado State University.
NCURA’s 47th Annual Meeting continued

Since our membership has grown to 5,500 members, the leadership summit attendees recommended that we need to be more sensitive to welcoming and making early contact with our new members and there were a number of ideas suggested as to how we may do that. In fact, we have already begun to implement one of those recommendations since we brought back the new member breakfast. My plans for this next year include looking at ways to better assist new members and ensuring they have a good understanding of the benefits of being a NCURA member. One possible way is through a “mentoring” program that is already in development.

Also suggested at the Summit was the need to formalize our approach in managing our volunteer database and opportunities. In response, the Board of Directors approved the addition of a new staff position in the NCURA office called Volunteer and Regional Assistance Coordinator. In addition to managing the database of volunteers, this person will also be responsible for developing new volunteer opportunities. As our membership has grown, we have been fortunate enough to see a growth in our volunteerism. The Volunteer and Regional Assistance Coordinator will formalize our volunteer administration which will result in identifying new methods to solicit and to place our volunteers. This Coordinator position will also assist and support the regions as they work together to develop best practices, assess their regional officer positions, and evaluate their own structures to facilitate communications with members/volunteers. I look forward to having your input as we implement this new role.

Another recommendation was to have quarterly conference calls between the national and regional officers with the goal of developing closer connections between NCURA and the regions. Jerry Fife has already implemented this recommendation hosting the first such call this fall. The 2006 schedule for these quarterly calls has been set.

The Leadership Summit attendees also recommended that the Board address ways to improve the recognition and the value of NCURA to the profession and to our members’ institutions. Some of the possible ideas presented were 1) to continue selecting keynote speakers with the ability to publicly expand the awareness of research and research administration which I believe NCURA does well, 2) to send letters of appreciation to volunteers’ institutional supervisors, and/or 3) to create a marketing taskforce to further develop a marketing plan for NCURA.

The recommendation for a formalized marketing plan for NCURA is also in alignment with NCURA’s new strategic goal of advocacy for the field of research and research administration. The goal is that “the research enterprise will be respected and valued, with strong support from the American public and research sponsors.” This goal certainly includes the various partnership venues that we are participating in such as with Association of American Medical Colleges (AAMC), Council on Governmental Relations (COGR), Federal Demonstration Partnership (FDP), etc. NCURA participated in these partnerships in order to enhance our member contacts and to leverage expertise in related areas. In accordance with this goal, I plan to request the Board of Directors implement a task force to formalize a marketing plan for NCURA.

There are a number of issues that could be addressed in this plan. I believe the key issues to be as follows: Do we emphasize research administration as a profession in this country instead of a field? If so, does being called a profession versus a field necessitate certification and programming geared toward the certification? Who are the research administrators that are not members of NCURA and do they understand the role of NCURA in providing valuable professional development? What does NCURA need to do to enhance the field of research administration within our own members’ institutions such as building bridges of understanding with Vice Presidents for Research, Provosts, faculty, etc? I plan to work with the Board and the membership to answer these and many other questions in the area of advocacy.

I look forward to serving as your President during the next year. If you have any questions and/or suggestions, please contact me, any of the other officers or the NCURA staff.

Laura L. Wade is the 2006 President and serves as the Associate Director for Administration at the University of Houston Texas Center for Superconductivity.

Financial Research Administration VII continued

departmental staff. The conference and its workshops, sessions, and discussion groups will concentrate on all levels of development in the many different tracks designed by the program committee.

Keynote Speaker: Dr. Charles Elachi

“Do not go where the path may lead,” wrote Ralph Waldo Emerson. “Go instead where there is no path, and leave a trail.”

That could be a motto of the Jet Propulsion Laboratory. Trailblazing has been the business of JPL, since it was established by the California Institute of Technology in the 1930’s. Join Dr. Charles Elachi as he shares with us the six straightforward rules JPL has always taken care to follow, rules that may have done more than anything else to make it such a thriving operation. Find out more about Dr. Charles Elachi in the Time Magazine article:

“Management Tips from the Real Rocket Scientists: HOW THE JET PROPULSION LAB INSPIRES TALENT AND MAKES ITS MAGIC IN OUTER SPACE”

Time Magazine, Sunday, October 2, 2005

Join us this April at the beautiful La Quinta Resort in La Quinta, California; we look forward to seeing you all there!

Preliminary program, registration and hotel information can be found at: http://www.ncura.edu/conferences/fravii/
LEADERSHIP

2006 President, Laura Wade, University of Houston receives the gavel from 2005 President, Jerry Fife, Vanderbilt

Annual Meeting Co-chairs, Pat Hawk, Oregon State University (left) and Kerry Peluso, University of Pennsylvania (right) welcome the over 1,700 friends and colleagues at the 47th Annual Meeting

NCURA Past Presidents: (standing l to r) Julie Norris, Emeritus MIT; Mary Ellen Sheridan, University of Chicago; Jane Youngers, University of Texas Health Science Center at San Antonio; Kim Moreland, University of Wisconsin – Madison; Cheryl Lee Hosard, Johns Hopkins University (sitting l to r) Steve Smartt, Vanderbilt University; John Case, The University of Akron; Steve Hansen, SIUE Edwardsville; Dick Seligman, Cal Tech; Steve Erickson, Boston College

SESSIONS

NCURA members connect and learn from each other!

EXHIBITS

A sold-out exhibit hall gave members the opportunity to connect with programs, services, consultants and agencies to support them in serving their faculty and institutions.

2005 Board of Directors: (standing l to r) David Mayo, Cal Tech; Chris Hansen, University of California – Irvine; Tom Cosley, National Science Foundation; Denise Wallen, University of New Mexico; Diane Horrocks, Idaho State University; Kathleen Larmett, NCURA; Myra Stager, University of Texas Medical Branch at Galveston; Vixian Holmes, Harvard Medical School; Cindy White, Washington University; Barbara Gray, Desert Research Institute; Pat Fitzgerald, MIT; (sitting l to r) Judy Fredenberg, University of Montana; Ed Herran, Memorial Sloan Kettering Cancer Center; Laura Wade, University of Houston; Pam Whitlock, University of North Carolina at Wilmington; Jerry Fife, Vanderbilt University; Not pictured: Don Boydston, Rush University Medical Center; John Carfora, Boston College; Marti Dunn; NYU; Stephen Williams, Wake Forest University

2005 Executive Committee: (l to r) Kathleen Larmett, NCURA; Ed Herran, Memorial Sloan Kettering Cancer Center; Chris Hansen, University of California – Irvine; Jerry Fife, Vanderbilt University; Laura Wade, University of Houston; Pat Fitzgerald, MIT

47th Annual Meeting Program Committee: (sitting l to r) Diane Barrett, University of Wisconsin – Madison; Kerry Peluso, University of Pennsylvania; Laura Wade, University of Houston; Pat Hawk, Oregon State University; Georgette Sakamoto, University of Hawaii; John Bain, Harvard University (standing l to r) Tom Roberts, Florida Gulf Coast University; Peggy Lowry, Oregon State University; Jan Fox, Texas Christian University; Jennifer Crockett, University of Cincinnati; Candy White, Washington University; Gunta Liders, University of Rochester; Not pictured: Jennifer Barron; Kevin McHugh, American Appraisal Associates; Chuck Pasolletti, Office of Naval Research; Matthew Staman, Huron Consulting Group

2005 Executive Committee: (l to r) Kathleen Larmett, NCURA; Ed Herran, Memorial Sloan Kettering Cancer Center; Chris Hansen, University of California – Irvine; Jerry Fife, Vanderbilt University; Laura Wade, University of Houston; Pat Fitzgerald, MIT
AWARDS

Distinguished Service Award Winners receive congratulations from NCURA President, Jerry Fife, Vanderbilt University:

Marti Dunne, NYU
Gunta Liders, University of Rochester
Dick Keogh, InfoEd
Garry Sanders, Ordway Research Institute
Mary Ellen Sheridan, University of Chicago

Geoff Grant, National Science Foundation is presented with the Joseph Carrabino Award from NCURA Vice President, Laura Wade, University of Houston
Steve Hansen, SIUE Edwardsville (l) is presented with the Outstanding Achievement in Research Administration Award from his friend and colleague, Milton Cole, Villanova University (r)

NCURA Keynote Speaker, Francis Halzen, University of Wisconsin – Madison shares his fascinating project Ice Cube, with the NCURA Community
NCURA Executive Director, Kathleen Larmett, (center) is congratulated on her 25th NCURA Annual Meeting, on behalf of the membership, by Laura Wade, University of Houston (l) and Jerry Fife, Vanderbilt University (r)

2005 Catherine Core Minority Travel Award Recipients. (l to r) JoAnn Pugh, University of Colorado at Denver Health Sciences Center and Tuyen Dang, California Institute of Technology (Morakinyo Kuti, Central State University not shown).

LDI Class of 2005. (l to r) Robert Holm, Butler University; Shelley Hesselton-Mangan, University of Massachusetts Medical Center; Christine Katsapis, Gallaudet University; Michelle Joy Pawel, Georgia Institute of Technology; Stacy A. Rieman, Franklin W. Olin College of Engineering; Suzanne M. Rivera, University of Texas Southwestern Medical Center at Dallas; Toni Shaklee, Oklahoma State University; Maria Thompson, Tennessee State University; Anthony F. Ventimiglia, Auburn University; Susan Cassidy Zipkin, Brigham & Women’s Hospital.

COMMUNITY

Vegas Night was brought to life by NCURA’s Regional Volunteers!

Elvis was definitely in the building!
New, Improved Resources Section
The Compliance Neighborhood Committee is pleased to announce that the resources section has been completely revamped and updated. We have added several new topics, including effort reporting, export controls, FERPA, and select agents. For each topic, we have included links to federal regulations and guidelines, policies from a variety of institutions, education and training tools, and other additional resources. Please take a moment to look at the new, improved resources section and let us know what you think. If you would like any new topics to be included or if you have resources from your own institution you would like to add, please contact one of the committee members.

Neighborhood Update
With the new year, the Compliance Neighborhood Committee welcomes three new members, Marti Dunne (New York University), Cyndi Hahn (The Feinstein Institute for Medical Research), and Peggy Lowry (Oregon State University). Current members Steve Erickson (incoming Chair), Carol Pech, and Kathy Taggart will continue to serve on the Committee. We wish to thank two members who are leaving the Committee: Diane Ament for her participation and good efforts, and Alice Tangredi-Hannon for her many contributions and effective leadership as Committee Chair over the past two years.

Compliance Neighborhood Goals
In the coming year, we have several goals to accomplish. First, we are continuing to review the results of the survey completed this past year in order to design resources and programs that address the needs of NCURA members. Second, we consider the Resources section of our Neighborhood website a work-in-progress and we will be further developing and improving it. Third, we will be working on making better use of the Neighborhood listserv and offering questions and topics for lively discussion and debate. Fourth, we will be considering a number of topics with an eye toward proposing and developing online and in-person compliance-related programs.

Get Involved in Our Neighborhood
The Committee encourages members to participate in the Neighborhood, so please send an email to roberts@ncura.edu with the message subject compliance listserv addition to register for the listserv. Members also are welcome to contact one of the Committee members with thoughts and suggestions for improving the Neighborhood (e.g., what kind of resources would be helpful to you, what topics you would like to see addressed either online or in the Newsletter).

Upcoming Events
March 6-7, 2006
Creating a Culture of Compliance: Challenges and Opportunities
Las Vegas, NV
OHRP

March 26-28, 2006
Annual IACUC Meeting
Boston, MA
PRIM&R/ARENA, OLAW

March 28-30, 2006
Lighting the Way for Integrity in Higher Education
4th Effective Compliance Systems in Higher Education Conference
Austin, TX
University of Texas System

April 1, 2006
Higher Education Compliance Programs: Effective Cooperation and Implementation
Washington, DC
NACUA

Carol Pech is a member of the Compliance Neighborhood Committee and serves as the Associate Director, Office of Research, Whiting School of Engineering, The Johns Hopkins University.
International Neighborhood

by John Carfora

Ever since it was announced in NCURA’s July-August (2005) Newsletter that a new International Neighborhood would join an already stellar class of six existing neighborhoods (Compliance, Departmental Administration, Electronic Research, Financial Research, Pre-Award and Predominately Undergraduate), NCURA’s Commission on International Research Administration has been busy putting together a thoughtful and meaningful website that meets the growing interest among our members for more information and resources on international research administration.

Specifically, Commission members have been busy communicating with fellow research administrators – and with professional and scholarly organizations around the world – to obtain permission to reproduce items both on-line and in print, as well as to coordinate potential collaborations between NCURA and other globally-focused associations of research administrators. This labor of love is both exciting and exhilarating, and the only logistical “delay” in completing the project has been the selection and organization of enormous amounts of information. With this in mind, the Commission is planning to formally launch the new International Neighborhood on or before March 1, 2006. When the site “goes live,” a formal e-mail will be sent to all NCURA members.

As the International Commission adds finishing touches to the new International Neighborhood, what we would like to know is what range and types of professional resources would you like to see included in this web-based international resource? Likewise, what types of training and/or education opportunities – such as courses, web-casts, and workshops on international research administration – would you like to see? If you would like to share your thinking with the Commission on International Research Administration, please send your thoughts and ideas directly to John Carfora (carfora@bc.edu).

Members of the Commission are: John Carfora, Chair, (Boston College); F. Edward Herran (Memorial Sloan-Kettering Cancer Center); Stephen Jerrams (Dublin Institute of Technology); Robert Killoren (Pennsylvania State University); Kathleen Larmett (NCURA); David Mayo (California Institute of Technology); Phillip Myers (Western Kentucky University); and Denise Wallen (University of New Mexico).

John Carfora is Director, Office for Sponsored Programs at Boston College; Chair of NCURA’s Commission on International Research Administration; Chair of the new International Neighborhood, and an outgoing Member of NCURA’s Board of Directors.

Pre-Award Neighborhood

by Holly Benze

As of the beginning of 2006, Debbie Smith is handing over the leadership of the pre-award neighborhood committee to Holly Benze. Debbie has done a fantastic job chairing this neighborhood for the past few years, and we want to thank her for everything she has done.

At the National Meeting in November, the PAN Committee met and set several goals for this coming year. We will improve the PAN website by making it even more helpful to NCURA members. In addition to making sure all the links are working (a never-ending task), we hope to organize the information in a way that is easier to navigate and to add an archive of electronic discussions and more library resources. The content will be based on neighborhood needs as well as visual/functional needs. If you have any ideas of topics you would like to see, please contact Holly Benze at hab@jhu.edu.

Instead of weekly messages, the committee will send out emails only when hot topics arise or agency policies change. We hope that any questions relating to pre-award topics that are posted will inspire lively discussions or provide helpful hints.

Lastly, we are trying to organize a neighborhood reception similar to the regional receptions at the annual meeting. This will enable the members to meet the people behind the emails and interact in person.

If you work in pre-award and are not already a member, sign up to our listserv and benefit from what we have to offer. The more members we have, the better we can make it.

Holly Benze serves as the Assistant Director, Research Projects Administration, The Johns Hopkins University and is the 2006 Chair of the Pre-award Neighborhood.
Tips from a Former Research Administrator...Or, Here's What I Learned from the Retirement Process

by Ardis Savory (Who is in Mexico on an extended trip)

GETTING READY

Know yourself: By the time you have reached the age of retirement, you should have figured out your own personality to some extent. If not, you are in for a rough ride, unless you’re lucky. You need to know if you can be comfortable doing activities for fun for extended periods of time without feeling unproductive, antsy, or guilty. At lot of people discover that constant leisure is more of a burden than a blessing. Is your identity tied up with your work? Can you handle becoming someone with a lesser “visibility”? Will you drive other people crazy (like your spouse) because you need them to fill up your time and give you purpose? If you live alone, do you enjoy your own company enough to comfortably fill the hours? Many other questions will be unique for each individual. Begin asking these questions at least three years before you plan to retire. The answers will determine how structured you will need to make your retirement plans and what type of plans you need to put into place (i.e. consulting, part-time work, hobbies, travel, volunteerism and the mix).

Know your finances: That is probably a given, but it is surprising how little detailed analysis some people do until they are almost to retirement. Everyone has some kind of long-range plans, even if it is just those inherent in their employer’s pension plan, but such planning needs to go beyond that and should become more detailed during the last 10 years before retirement. One catch, however, is that as you do your pension calculations, you soon come to realize that if you worked “just one more year” you could add X number of dollars to your monthly retirement check. At some point, you have to learn to stop playing this game!

Find a retirement mentor(s): Find people from the university you think have retired successfully and begin “picking their brains.” There is a lot they can tell you about the paperwork, pitfalls, frustrations and questions you should ask that your own human resources division will either forget to tell you, not want to tell you, or be totally oblivious about. They may also be able to tell you what to expect in the way of emotional, identity, and time adjustments. But, you need to be careful not to take to heart other peoples adjustment stories unless you are positive the person is a great deal like you in personality and circumstances.

Find an at-work confidant: This can be difficult, and may not work for some. One fear I had, and I have heard many others voice, is that I would work so long that others would be praying and hoping for my retirement so they could “move on” with things. I found two people I thought I could trust, and who wouldn’t gossip, who promised me that they would let me know if they began hearing such thoughts. One was in my office and the other was on the faculty.

Don’t play games with the process: This is a decision that should appear to be based on good timing and thoughtful consideration (even if it wasn’t!). So, don’t spend months and years threatening to retire. That helps no one. If you are the boss, it will only make those in your office feel nervous or hoping you would just get on with it. It won’t endear you to your boss who will begin to feel that you are using it either as a whining threat or blackmail for more money or less work. And, as the word spreads around campus, people will begin to suspect that you are becoming less interested in your job, and, therefore, easing off. They’ll start looking at you as semi-deadwood.

Attend retirement workshops: I did this about three years before I retired. I wish I done it maybe 5-10 years before I retired. I encouraged my staff to do it earlier than I did. Of course, a lot of this depends on how your human resources division handles such things. Mine encouraged everyone over age 55 (or some such age) to attend, and they brought in investment, legal and planning experts from outside of the university as well as the university human resources personnel.

Have a positive attitude: Don’t think of it as a “punishment” for growing old or an inescapable need to be “put out to pasture.” Those are old, out-dated phrases used before people lived for many healthy and productive years after retirement. Think of it as the next phase. I always looked at it as a form of graduation; that I had finally earned enough credits to graduate and go out into the world to do other things. In many ways this has turned out to be quite true.

Think about those who will remain: If you are the director of an office or a division within an office, you have some responsibility to think about the impact of your retirement on the members of your staff. Are there ways you can prepare them to weather the transition so that they can be comfortable with and excited about the coming change? For instance, should you give them more responsibility? Should you expand their knowledge of how things work? Should you take them with you (if appropriate) to meetings that only you have attended in the past, both on campus and off. If you have some really unproductive deadwood in the office, can you (should you) dispose of it rather than leaving it for your successor? Are there good people with special needs (handicapped employees or employees going through an unusually difficult period, etc.) for whom you need to ensure appropriate consideration is given either by your boss and/or your successor? Again, think about what you need to do to make the transition of your leaving easier on those you are leaving behind.

DOING IT

Tell your boss first: Don’t let your boss be the last (or even the second) to know. No matter how important and valuable you think you are, don’t go to your boss’s boss to give your retirement notice. And, don’t start discussing specific and final plans with your human resources department if you haven’t told your boss. Odds are your boss will hear about it from HR.

Mean what you say, and say what you mean: Although you may have had some prior discussions with your boss about your wish to retire, when the decision day arrives, put your retirement notice in writing to your boss. Even if you are retiring because you’ve “had it” with either the job or your boss, keep the letter polite, professional and upbeat. Of course, if you are being forced out under pressure, that is a different matter, particularly if you believe you have grounds for a grievance. Again, don’t play games. If you really don’t intend to retire and are hoping to be begged to stay on, don’t do it. First of all, you might be surprised when your boss readily accepts! Second, if you do stay, there may be times in the future when your boss will wonder if he/she is being manipulated once again.
Give ample notice: The definition of ample notice will depend on your situation and the culture of your institution. Normally, a person in a fairly high administrative position (i.e., Director or above) should provide an advance notice of a minimum of three to six months so that a smooth transition period can be put in place. If possible, and if desirable from the university’s perspective, a year’s advance notice may allow for your replacement to be in place as you leave. Anticipate some negotiation with your boss on this issue. Think beforehand if you would be willing to work until your successor is found, provided it didn’t extend beyond a certain length of time. Think about what your response would be if your boss requests that you retire earlier than you had planned. Ideally, these plans should be discussed before you give your retirement notice.

Tell your staff: If you are the boss, pre-schedule a full staff meeting to tell everyone shortly after you meet with your boss. Don’t let them find out from others and don’t tell one or two people in the office with hopes it will slowly drift around.

Telling Others: Now is the time to inform your colleagues in other institutions and organizations. This is particularly important if you will be stepping down from responsibilities or leadership in professional organizations or if you serve in advisory positions with federal agencies, industry or foundations. If you plan to do consulting, or to present workshops on particular topics after retirement, this can be a way of letting others know you are available and what you have to offer. Of course, be careful not go about setting up your next business using the university’s time or money!

Cleaning up and clearing out: Make sure the files, both in your office and your Secretary’s office, are as complete as possible, well-organized and logical. Don’t ever remove crucial background information, even if some of it may leave you with “mud on your face.” It is important for your successor and the institution to have those details to prevent future misunderstandings with the administration, faculty, staff or sponsors. On the other hand, remove any petty and non-crucial material that is the result of infighting with someone you just couldn’t get along with. It won’t reflect well on you and it may prejudice your successor against someone with whom she/he could work. Pull out repetitive, useless and outdated material since you may be the only one who can make that judgment correctly.

Where appropriate, work with staff to make sure they have (or know where to find) all of the necessary background information for those projects they may have to take on during the transition. If you have extremely confidential or sensitive files such as sequestered information related to legal issues, misconduct, or disciplinary action against faculty/staff discuss these with your boss to be sure he/she knows (and approves) how they will be handled if there is a transition period between your leaving and your successor’s arrival. Resist the temptation to “promise the world” to either your staff or faculty either verbally or in writing.

The last days! Take some time to visit with people who have been particularly helpful, supportive or understanding during your tenure. It will make both you and others of feel good. If you serve on several committees on campus, and if it is known who will fill that slot when you leave, ask if you may bring that person to your last meeting (particularly if it is someone from your office) so they will know the process and people. Be sure all papers, documents, etc. have been completed with your HR office. If they want to give you a retirement party, accept the idea gracefully even if you’d rather not do it!

LIFE AFTERWARDS

Stay out of the way: It can be hard to do, but it gets easier as time goes by. Don’t offer advice to anyone unless asked. Let your successor know that you will be glad to help him/her and that he/she is welcomed to ask you for advice. But, don’t be surprised if that doesn’t happen. After all, if a good staff is in place they should be able to supply most of the information and the new person will probably want to do things differently. Try not to tell your successor what a jerk, crook, or incompetent person someone is, even if it is true, unless there is a real need to know. Never tell your former boss what your replacement should or should not be doing, unless asked, and then do it with a great deal of thought and discretion. Don’t wander back into the office to sit around and talk and catch up on everything. Remember how busy you were? Well, they're still just as busy and don’t have time to idly “chew the fat”. If you miss some of the friendships, arrange to meet them for lunch or other activity on their time even if you didn’t do that sort of thing before.

Don’t become a sounding board: Almost always there is something your successor does that isn’t appreciated by those still in the office. It is a real temptation to listen to how much better you were than your replacement. Try to keep those conversations to a minimum.

Doing something else with the university: Many times there are opportunities to do part-time work, consulting, or volunteer projects with the university. In that capacity, never share former privileged information or criticize how your former office is being run. If you are doing part-time work or consulting for another unit, department or college on campus, don’t use “insider information” to undercut or circumvent your former office or employees. If you are employed by the University after you officially retire, either as a consultant or other type of contractually-paid employee, it is extremely important that a binding contract be signed and agreed to by both parties.

There are several questions that need to be addressed (I could write an entire paper just on that!):

• Will you work at home or somewhere on campus? If on campus, where? Preferably not in or too near your former office, for your sake, your successor’s sake and your former staff/office colleagues.

• If you work at home you may need to negotiate for extra equipment (fax machine?) you do not have, or for supplies you will need, or other job-related expenses such as telephone charges. How will your travel be paid?

• How will you be paid? By the hour? By the task? On a set monthly basis? How will you determine your pay rate? Based on your salary at the time of retirement or a little higher because the University is no longer paying for fringe benefits? Or a little lower because you won’t be assuming as much responsibility? Or based on what others are earning for the same type of work at other universities?

Go for it: That process will differ for everyone. Expect surprises. Most often those things you thought might be difficult end up amounting to nothing. Some adjustments you didn’t expect to make will be necessary. Some people will want to “keep their hand in consulting, doing workshops, part-timing, etc. For others they will take a whole new lease on life doing new things, learning new things, making different friends and leaving behind all of the useful knowledge and experience in research administration that once served them so well. In my case, I did the latter and I have never looked back or regretted my decision to retire or when I chose to do it.

Ardis Savory is a Past President NCURA and is an Emeritus Member, retired from the University of South Carolina.
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Peggy S. Lowry, Oregon State University
Olivia A. Scriven, Spelman College

RMR Editor:
William Sharp, University of Kansas
NCURA was once again fortunate to receive a large pool of impressive applicants for the 2005 Catherine Core Minority Travel Award. The award is available to minority applicants who, because of financial constraints, could not otherwise attend NCURA’s Annual Meeting. The awardees receive up to $1,000 toward expenses associated with attending the Annual Meeting.

The purpose of the award is not only to assist in the financial aspects of attending the meeting, it also offers a wide variety of services and opportunities for the awardees to interact with their peers and colleagues from other educational institutions around the country.

Here’s what this year’s recipients had to say...

“…Another great aspect of the Annual Meeting was its positive and inviting atmosphere, which promoted open communication among colleagues. During the workshops, there was always allocated time for discussion. The discussions were informative and very interactive because the audience provided their own personal experience on how the issue is affecting their University. As a result, I was able to learn not only from the panelists, but also from the audience.”

Tuyen Dang, California Institute of Technology

“I was so struck by individuals stepping up and making themselves available as a resource when needed. I asked a question in one of the sessions. At the end of the session, five individuals approached me with their card, offered their assistance if I needed it in the future and provided me with other resources that proved to be tremendously helpful. I was so awed by how friendly and helpful everyone was at the conference.”

Joann Pugh, University of Colorado Health Sciences Center

“The 47th NCURA Annual Meeting was a very valuable learning experience for me.”

Morakinyo Kuti, Central State University

Letters of recommendation from the institutional official stated repeatedly the benefits of attending the National NCURA Meeting. In addition to the awardees personal and professional growth, the institution acknowledged it would also reap the benefits of networking opportunities, agency contacts and the overall knowledge of the NCURA membership.

The 2005 Catherine Core Travel Award recipients were:

- Tuyen Dang, California Institute of Technology;
- Joann Pugh, University of Colorado Health Sciences Center; and,
- Morakinyo Kuti, Central State University.

The NCURA Nominating and Leadership Development Committee eagerly anticipate the participation and leadership that our winners will bring to future NCURA activities.

The deadline for the 2006 Catherine Core Minority Travel Award will be announced shortly. The criteria for selection are as follows:

- Be engaged in the administration of sponsored programs
- Represent one of the following minority classifications: African American, Hispanic, American Indian or Alaskan Native, Asian or Pacific Islander
- Never have attended an NCURA national meeting
- Agree to stay at the host hotel for the duration of the meeting and be responsible for making own room and travel reservations
- Include with the application: 1) a letter of support from an official at their institution, and 2) a personal statement (no more than 1 page) that explains how the applicant and the institution will benefit. NOTE: The application and the supplemental information will be used in the selection process.
- Agree to submit a report on his/her annual meeting experiences within thirty (30) days of the meeting.

We look forward to many outstanding applications in 2006!
JANUARY 24, 2006

POST-AWARD ISSUES FOR THE PRE-AWARD AND DEPARTMENTAL ADMINISTRATOR

There is a fine line between pre- and post-award administration. In some universities, these functions are handled within one office. In others, these functions are handled by separate personnel in separate offices. Regardless of whether your institution has a combined or separate office structure, all pre- and post-award personnel must possess a thorough understanding of proposal preparation through award closeout. With this overall knowledge, research at your institution will be more effectively and efficiently managed. This is a proactive approach to ensure pre- and post-award personnel work together in the award management process.

To provide a few examples -- Pre-award personnel participate in the proposal budget preparation process. If that pre-award employee understands the complexities involved in allowable versus unallowable costs and internal versus external rebudgeting, they can ensure the proposal budget is a thorough and accurate reflection of the expenses needed to conduct the scope of work. In doing so, they also minimize the need for cost disallowances and/or external requests to the agency. If the post award employee understands that National Institutes of Health (NIH) renewal applications should identify carry forward funds in excess of 25%, they can relay the carry forward amount to the pre-award personnel to ensure this information is accurately reflected within the renewal application.

This program will help demystify complex post-award issues by examining the synergistic relationship of pre-award and post-award offices and functions.

Learning Objectives:
- Participants will gain a greater awareness of the impact that both pre-award and post-award functions have on each other.
- Participants will understand the impact that decisions made in the proposal and award negotiation stage have on the PI, and the institution’s ability to conform with the terms and conditions of the award
- Departmental Administrators (the advocate for the PI) will have a better understanding of what the pre-award administrator needs are and the pre-award administrator will have a better understanding of what the post-award administrator needs are regardless of the size of the institution or the number of FTE devoted to research administration

Moderator: Ed Herran, Director, Office of Sponsored Projects, Memorial Sloan-Kettering Cancer Center
Faculty: Marilyn Surbey, Associate Vice President for Finance and Research, Emory University; Toni Lawson, Associate Director, Office of Research Administration and Advancement, University of Maryland, College Park; Patrick Fitzgerald, Director, Office of Sponsored Programs, Massachusetts Institute of Technology
GRANTS.GOV: WORKING TOWARDS A COMMON VISION

Both federal awarding agencies and the grantee community have much to gain by simplified, standardized and streamlined processes for proposal preparation, submission and grant administration. Where are we in reaching this mutual goal? This video workshop will provide an overview of Grants.gov (the single access point for federal grantees), the current status of its FIND and APPLY functionality, and its plans for future initiatives. In addition, senior federal agency leaders will present on the development of the Standard Form (SF) 424 R&R (the common Federal format for submission of research applications) and federal agency implementations of the 424 R&R and grant submission through Grants.gov. University participants will discuss challenges and implementation strategies for grants.gov and electronic research administration. This is an exciting and challenging time for the university research community and federal partners, and a time when an open exchange of information, and the sharing best practices and strategies are critical.

This workshop is aimed toward the sponsored programs administrator and/or director and will provide an opportunity to consider the strategic, operational and cultural issues associated with this significant change in proposal submission. Call-in questions or discussion of implementation strategies is encouraged.

**Learning Objectives:**
Participants will:
- Gain an understanding of the current status of Grants.gov;
- Understand the requirements for specific agency implementations of Grants.gov and the status of these implementations;
- Learn about other future post-award initiatives of Grants.gov or federal granting agencies;
- Be apprised of university challenges and implementation strategies for grants.gov and electronic research administration.

**Moderator:** Gunta Liders, Associate Vice President for Research Administration, Office of Research & Project Administration, University of Rochester

**Faculty:**
- Jean Feldman, Head, Policy Office, Office of Budget, Finance & Award Management, National Science Foundation
- Marcia L. Hahn, Director, Division of Grants Policy, Office of Policy for Extramural Research Administration, OER, National Institutes of Health
- Rebecca Spitzgo, Program Manager, Grants.gov
- Nancy Wray, Director, Office of Sponsored Projects, Dartmouth College

NATIONAL SECURITIES ISSUES VIDEO WORKSHOP

This program will address issues involving research that may involve national security concerns. Topics will include export control regulations, involvement of foreign nationals in research, international collaborations, “sensitive but unclassified” data, and security issues related to select agents and biocontainment laboratories and facilities. Discussion will also include institutional procedures related to export control as well as sensitive research projects, facilities, or activities.

Other areas of consideration include: negotiations, contract clauses, visa issues, sensitive but unclassified research, contract issues between universities and DOD agencies on biodefense projects, rules on use of select agents and biodefense pathogens and designing a secure facility.

**Moderator:** Susan Sedwick, Associate Vice President for Research and Executive Director, Office of Research Services, University of Oklahoma

**Faculty:**
- Jilda Garton, Associate Vice Provost for Research and General Manager, GTRC, Georgia Institute of Technology
- Stephen Erickson, Director, Office for Research Compliance and Intellectual Property Management, Boston College
- David Brady, Industrial Research Contracting Officer, Office of Sponsored Programs, Virginia Tech
- Elizabeth Scott, General Engineer Technology, Nuclear & Missile Division, Bureau of Industry and Security, US Department of Commerce

TECHNOLOGY TRANSFER FOR THE RESEARCH ADMINISTRATOR

The ins and outs of “Technology Transfer,” the conveyance of intellectual property developed by university researchers over to the private sector where it can be commercialized to better serve the public good, can appear to be unduly complex to the layperson. This workshop will provide an overview of the technology transfer process and the thought processes and necessary infrastructure underlying it. Topics covered will include the Bayh-Dole Act, the Tax Reform Act of 1986, patents, licenses, options, copyrights, trade secrets and trademarks, research agreements, confidential disclosure agreements, and material transfer agreements. The workshop will also provide a historical context for the rationale behind government, university, and industry collaborations which facilitate such transfer of technology to the private sector.

**Learning Objectives:**
Participants will:
- Gain an Increased repertoire of contract language to use in negotiations
- Have a better understanding of how industry views, reviews, and manages agreements

**Moderator:** Connie Armentrout, Director, Technology Licensing, Monsanto Company

**Faculty:**
- Ann Hammersla, Senior Intellectual Property Counsel, Office of Intellectual Property Counsel, Massachusetts Institute of Technology
- Susan Butts, Director of External Technology, Dow Chemical Company
- Ray Wheatley, Director for Technology Transfer, The University of Texas Southwestern Medical Center at Dallas
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SPONSORED RESEARCH ADMINISTRATION:
A GUIDE TO EFFECTIVE STRATEGIES AND RECOMMENDED PRACTICES

Scores of important questions arise in the day-to-day world of sponsored research. Now, there’s one authoritative guide that provides practical answers to questions about managing sponsored programs. Published by NCURA and Atlantic Information Services, Inc., SPONSORED RESEARCH ADMINISTRATION: A Guide to Effective Strategies and Recommended Practices will provide college and university research administrators — and others involved in sponsored programs on campus — with a “living textbook” on the wide range of research management challenges they face each day. It features principles and practices, sample policies and procedures, effective strategies to pursue, critical success factors, and pitfalls to avoid.

Sponsored Research Administration is written by more than 20 of the top sponsored research administrators in the U.S., chosen for their unique expertise in the subject areas covered (see Table of Contents for individual authors) and overseen by Editorial Director Richard P. Seligman, Ed.D., who is responsible for identifying topics for chapters, outlining content, selecting authors and managing the work of the project’s Editorial Advisory Panel, including:

- Chair: Richard P. Seligman, Ed.D., Senior Director, Office of Sponsored Research, California Institute of Technology
- Michele M. Codd, Assistant Director, Institute for Software Integrated Systems, Vanderbilt University
- Marti L. Dunne, Associate Vice Provost for Research Compliance and Administration, New York University
- Christina K. Hansen, Assistant Vice Chancellor, Office of Research Administration, University of California, Irvine
- Stephen Hansen, Dean, Graduate Studies and Research, Southern Illinois University at Edwardsville

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For more information or to initiate a pre- or post-award functional assessment, contact Charlie Tardivo today.
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Internal Controls: The Key to Accountability. published in 2005, provides guidance about the components of an effective system of internal controls as well as how internal controls can be enhanced.

The Changing Role of the Audit Committee, published in 2004, discusses leading practices for college and university audit committees.

A Foundation for Integrity, published in 2004, provides board members and senior executives with an overview of the issues surrounding codes of conduct, conflicts of interest and executive compensation.

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NCURA 2006 Calendar of Education and Events

January 24, 2006
2006 NCURA Video Workshop Series
Post-award Issues for Pre-award and Departmental Administrators

January 23-25, 2006
Fundamentals of Sponsored Project Administration
San Francisco, CA

February 13-15, 2006
Fundamentals of Sponsored Project Administration
Sponsored Project Administration II
Orlando, FL

February 16, 2006
Online Education Program
Live, interactive web/audio conference that you can join from your office

March 7, 2006
2006 NCURA Video Workshop Series
Grants.Gov

March 20-22, 2006
Fundamentals of Sponsored Project Administration
Sponsored Project Administration II
Charleston, SC

April 2-4, 2006
FRA VII
Enhancing the Partnerships
La Quinta, CA

April 20, 2006
Online Education Program
Live, interactive web/audio conference that you can join from your office

April 23-25, 2006
Region II Spring Meeting
Galloway, NJ (by Atlantic City)

April 23-26, 2006
2006 Joint Region VII/VII Spring Meeting
Kauai, HI

April 29 - May 2, 2006
Region IV Spring Meeting
Grand Rapids, MI

May 6-10, 2006
Region V Spring Meeting
Austin, TX

May 7-10, 2006
Region I Spring Meeting
Portland, Maine

May 7-10, 2006
Region III Spring Meeting
Miami, FL

May 17-19, 2006
Fundamentals of Sponsored Project Administration
Albuquerque, NM

June 13, 2006
2006 NCURA Video Workshop Series
National Security Issues

June 22, 2006
Online Education Program
Live, interactive web/audio conference that you can join from your office

June 26-28, 2006
Fundamentals of Sponsored Project Administration
Madison, WI

July 24-26, 2006
Fundamentals of Sponsored Project Administration
Sponsored Project Administration II
St. Louis, MO

August 14-16, 2006
Fundamentals of Sponsored Project Administration
Sponsored Project Administration II
Burlington, VT

September 12, 2006
2006 NCURA Video Workshop Series
Technology Transfer for the Research Administrator

September 22, 2006
Online Education Program
Live, interactive web/audio conference that you can join from your office

September 27-29, 2006
Fundamentals of Sponsored Project Administration
San Antonio, TX

November 5-8, 2006
48th Annual Meeting
Washington, DC

NEWSLETTER DEADLINES:
February/March 2006 Issue
Submission of Articles: February 3, 2006
Space Reservation for Ads: February 3, 2006
Submission of Display Ads: February 10, 2006

Visit www.ncura.edu for updates and additional information.

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.

CO-EDITORS
Marianne Rinaldo Woods
Associate Vice President for Research, The University of Alabama
152 Rose Admin, Box 870104
Tuscaloosa, AL 35487-0104
Phone: (205) 348-5152 • Fax: (205) 348-8882
marianne.woods@ua.edu

David Richardson
Director, Office of Sponsored Programs, Virginia Tech
460 Turner Street, Suite 306 • Blacksburg, VA 24060
Phone: (540) 231-5281 • Fax: (540) 231-5299
daverich@vt.edu

MANAGING EDITOR
Kathleen Larmett, Executive Director, NCURA
Phone: (202) 466-3894 • Fax: (202) 223-5573
larmett@ncura.edu

ASSOCIATE EDITOR REGIONAL ACTIVITIES/NEWSLETTER PRODUCTION
Tara Bishop, Associate Executive Director, NCURA
Phone: (202) 466-3894 • Fax: (202) 223-5573
bishop@ncura.edu

CONTRIBUTING EDITORS

SENIOR CORNER:
Susan Sedwick
University of Oklahoma Norman Campus
Phone: (405) 325-4757; Fax: (405) 325-6089
sedwick@ou.edu

FRA CORNER:
Marion Survey
Emory University
Phone: (404) 727-1885; Fax: (404) 727-2637
msurvey@emory.edu

COMPLIANCE CORNER:
Richard Miller
Texas Engineering Exp Station,
Texas A&M University
Phone: (979) 845-6313; Fax: (979) 862-7553
rich-miller@tamu.edu

BIOMED CORNER:
Tom Wilson
City of Hope National Medical Center
Phone: (626) 301-8438; Fax: (626) 301-8843
ThWilson@cho.org

ERA CORNER:
Steve Dowdy
Massachusetts Institute of Technology
Phone: (617) 253-6925; Fax: (617) 253-4734
sdowdy@mit.edu

UNIVERSITY/INDUSTRY CORNER:
Connie Armentrout
Monsanto
Phone: (636) 737-5954; Fax: (636) 737-8621
connie.m.armentrout@monsanto.com

NSF CORNER:
Jean Feldman
National Science Foundation
Phone: (703) 306-1243; Fax: (703) 306-0280
jfeldman@nsf.gov

TECHNOLOGY TRANSFER CORNER:
Ann Hammersla
Massachusetts Institute of Technology
Phone: (617) 253-6357; Fax: (617) 253-1850
ahammersla@mit.edu

CAPITAL VIEW:
Tony DeCrapro
Council on Governmental Relations
Phone: (202) 289-6655; Fax: (202) 289-6698
tdecrapro@cogr.edu

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Now to the election results, the following individuals have been elected:

Chair - Elect
Georgette Sakamoto, University of Hawaii

Secretary-Treasurer
Sherylle Mills Englander, UC - Santa Barbara

RAC*
Nancy Daneau, California Institute of Technology

RAC*
Julie Guggino, Central Washington University

* Regional Advisory Committee

Thanks again to the nominating committee, Chris Hansen, Dick Seligman, and Dan Nordquist for an excellent job.

Regional Meeting update - Region VII is close to providing the preliminary agenda as of this writing and it should be posted along with the registration information by the time you receive this newsletter.

For reservations at the Conference hotel here is the web site and the room rate information http://www.kauaibeachresort.com/

You must mention that you will be attending the NCURA meeting to get the discounted rates and the rates are good for 4 days before and after the meeting. The meeting dates are April 23-26. Rates are:

- $149 per night plus approximately 11.5% tax for Mountain garden view,
- $169 per night plus approximately 11.5% tax for pool view or better and
- $189 per night plus approximately 11.5% tax for ocean view.

Gary Chaffins is 2005 Chair of Region VI and serves as the Director of the Office of Research Services and Administration at the University of Oregon.

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REGION VII
Rocky Mountain

Happy New Year! I hope everyone had great holidays and is geared up for 2006!

I want to take this opportunity to THANK all of the members who volunteered for various activities throughout this past national NCURA meeting! Without volunteers like you, the meeting would not have been a success! Also, THANK YOU to the members who assisted with construction of the Vegas booth and for your time staffing the booth as well.

Region VII is in the midst of elections for filling the Secretary/Treasurer and Member-at-Large positions. I encourage you to cast your vote if you have not already done so to elect your future regional leaders. Elections results will be sent via a regional e-mail once results have been obtained. Good luck to all the candidates!

I hope you have marked your calendar for the spring 2006 Joint Region VI/VII meeting to be held April 23-26 at the Kauai Beach Resort on Kauai, Hawaii. A preliminary program is being posted to both the Region VI and VII websites to preview what types of sessions and workshops will be available at this years meeting. If you would like to volunteer for helping with meeting activities, please send me an e-mail at josefjim@nmsu.edu, so we can schedule you for a time throughout the meeting. I look forward to seeing you in Kauai and to a successful meeting!

Josie Jimenez is Chair of Region VII and is an Assistant Director in the Office of Grants and Contracts at New Mexico State University.