Vargas and Paffrath to Co-chair PRA II National Conference

NCURA's second national conference on Pre-award Research Administration will be held July 12-14, 2007. Conference Co-chairs Pam Vargas, Kutztown University and Dennis Paffrath, University of Maryland, Baltimore are at work with their program committee putting together 2 1/2 days of education, training and networking opportunities for our Pre-award Community!

Tracks include: Contracts/Compliance, Departmental, eRA, Predominantly Undergraduate, Communication and a track for our Senior Level members. Look for the preliminary program and registration materials in April.

The Hilton Los Angeles/Universal City is located in the heart of the "Entertainment District" across from the main entrance of Universal Studios Hollywood and City Walk Entertainment Complex.

We look forward to seeing you in Los Angeles for PRA!

NBC News’ Chief Science and Health Correspondent to Keynote 49th Annual Meeting

Peabody Award winning correspondent, Dr. Robert Bazell, will address NCURA members during the opening plenary session at the 49th Annual Meeting on November 5, 2007. Bazell, whose reports regularly appear on NBC Nightly News, the Today Show and Dateline NBC, has won numerous awards for his reports, which number more than 3,500 to date. During his career with NBC News, Bazell has reported on a wide range of subjects in the areas of science, technology and medicine, from throughout the United States and around the world.

Bazell is a 1967 Phi Beta Kappa graduate of the University of California at Berkeley with a B.A. in biochemistry. He did graduate work in biology at the University of Sussex, England in 1969, and was awarded a doctorate in immunology at Berkeley.

Those who have watched Bazell’s reports have long known that when there is a major breakthrough in science or medicine, Bazell will be there to explain it in a lively and understandable way. The topic of his NCURA Annual Meeting Keynote address will be “The Importance of Research.”

For more information on this year’s Annual Meeting, see page 28.

CALL FOR NOMINATIONS! See page 22 for details.
MESSAGE from the 2007 NCURA President

by Pamela Whitlock

As I begin the year of my presidency, I am continually reminded of NCURA’s commitment to being the premier source of professional development for research administrators. The opportunities our organization offers members are varied both in format and subject matter, but are always high quality. Regardless of your area of responsibility or preferred mode of delivery, NCURA offers outstanding educational opportunities. Can’t travel to a conference? Explore our Neighborhoods, read the RMR Journal or Newsletter, try the NCURA TV broadcasts, tune in, for the members learn not only the “how to’s” but also self-confidence and leadership through speaking, serving on committees, and regional and national activities. Whatever talents you possess, there are opportunities within the organization to communicate, educate and advocate for the profession.

In support of NCURA’s commitment to professional development, our strategic plan is reviewed and updated by the Board of Directors annually. This winter meeting is an intense day of analysis, global thinking, and ensuring our vision, goals and objectives are current with the needs of our growing membership, as well as conducting necessary NCURA business. The goals below will be reviewed in early February and posted on NCURA’s website under “about NCURA”.

GOAL A NCURA will be the leader in professional development, knowledge exchange, and individual development for research administration professionals.

As the leader and trendsetter for professional development opportunities, NCURA seeks to meet the needs of our members in a changing environment with emerging specialties, yet continue its commitment to the well-rounded administrator. New programming, continual updating of “old favorites”, and ensuring programs which go “stale” are modified or replaced, NCURA is committed to supporting every member.

GOAL B NCURA will be the leading information source for the research administration community.

NCURA is committed to providing information that is current, relevant to our members, timely, and meets the needs and learning styles of our members, regardless of level or experience. Programs are designed for a variety of broad interest and specialized topics, conversations, and articles.

GOAL C NCURA will have sufficient financial resources and infrastructure to meet its strategic objectives and be able to respond quickly and creatively to opportunities.

Through careful management and review of our financial status and with the objective of having a catastrophic reserve, NCURA is nimble in our ability to respond to emerging member needs and interests for programming. Emerging opportunities to offer new formats or topics of educational interest can be brought on-line quickly and professionally.

GOAL D NCURA members will: (I) be representative of the various constituencies of research administration, (II) find NCURA membership valuable and rewarding; and (III) be actively connected and involved in ways that meet their needs and expectations.

NCURA is committed to recognizing our membership is very diverse – from areas of responsibility, to geographic location, experience, and ethnicity. The board seeks to make decisions to ensure NCURA is known as an inclusive organization with members finding their experiences beneficial to themselves and their organizations. Input is sought to ensure our members understand NCURA “works” for them and want to contribute back to the common research administration professional good.

GOAL E The research enterprise will be respected and valued, with strong support from the American public and research sponsors.

Strong professional expertise gained through education, experience, and seeking common solutions to issues leads to enhanced research support, thus gaining the confidence of the public and sponsors.

What does this all mean to me as a member?

Educational opportunities such as:

→ Departmental administrator traveling workshop
→ Clinical Trials on-line tutorial
→ Financial Research Administration traveling workshop
→ Special conferences
→ An annual meeting with over 190 sessions, workshops, and discussion groups with identified tracks of interest
→ Increased number of fundamentals
→ New NCURA TV series
→ Expanded and active neighborhoods
→ New publications and opportunities this coming year
→ Continuing opportunities to network through listserves and conferences
→ on-line resources for reference

These are all possible because NCURA’s Board, Staff, and Volunteers are committed to our core mission and our goals. As can be seen by reviewing these goals, every action NCURA board, staff and volunteers make is related to maintaining and improving the professionalism and professional development of our members. Please be a part of a vibrant NCURA, moving forward to meet the needs of our members.

Pam Whitlock is the President of NCURA and serves as the Director, Office of Sponsored Programs, University of North Carolina.
government spending levels at FY 2006 levels. From the perspective of January 2007, the now-current CR expires on February 15, 2007. A year-long CR means new initiatives in FY 2007 can only be funded with one-time only allocations in the FY 2006 budget/appropriations, like Congressionally directed allocations or earmarks. The outcome of the efforts in both the House and Senate to increase funding for the National Science Foundation and Department of Energy Office of Science, by reallocating funds within the FY 2006 budget, will be resolved by the time this newsletter is posted. Without a reallocation to NSF, DOE and other agencies, the much anticipated American Competitiveness Initiative that promises to increase funding for basic science and training in engineering and the physical sciences will be put on hold. The CR means no inflationary increases resulting in less-than-flat funding for the agencies. For the research community, this means newly announced program initiatives may be cancelled, continuing or incremental funding on multiple year awards will be limited, and the number of awards will shrink. By early January, the National Institutes of Health, NSF, DOE and the Department of Education described their approaches to operating under the CR in notices and letters to the community; other agencies will follow suit as the budget is finalized. The Association of American Universities (AAU) has begun posting those announcements on its web site (www.aau.edu).

One piece of legislation passed in the waning days of the 109th Congress was the reauthorization of the National Institutes of Health. Passed by the House in September, amended by the Senate in December and finalized in the House on December 9, 2006, the President signed H.R. 6164 into law on January 15 as P.L. 109-482, the National Institutes of Health Reform Act of 2006. The reauthorization, only the third omnibus reauthorization in the history of NIH and the first in 14 years, is a review of the whole organization. It sets, among other things, NIH’s statutory authority to support research and other activities. The Act includes a variety of provisions including the establishment of the new Division of Program Coordination, Planning, and Strategic Initiatives, a Common Fund for trans-NIH initiatives, and a Scientific Management Review Board. It includes a single new authorization of appropriations (not funded) for NIH; new biennial reporting requirements for NIH and new reporting requirements for research institutions. Section 403C.(a) calls for each institution receiving an award from NIH for the training of graduate students for doctoral degrees to report annually to NIH “with respect to each degree-granting program at such institution” the percentage of students admitted for study who complete the degree and the average time to degree. The law requires the institution to provide that information – percentage completion and time to degree – to “each student submitting an application” for a program of graduate study with respect to the program or programs to which such student has applied. The community will want to monitor closely how NIH proposes to implement this provision.

The Federal agencies will certainly present new policies and guidance – individually and government-wide – for comment by the research community. Notably, as the year began, the Office of Management and Budget (OMB) issued its final bulletin on “Agency Good Guidance Practices” setting policies and procedures for the Federal agencies for developing, issuing and using significant guidance documents. How a “significant” guidance document is defined limits the impact of this bulletin, but it does set standards that the research community can expect to be considered before guidance is issued by an agency. As OMB describes in the bulletin, guidance documents should serve as a “statement of general applicability and future effect that sets forth a policy on a statutory, regulatory or technical issues or an interpretation of a statutory or regulatory issue.” As the research community knows, guidance documents and the implied standards they sometimes set have created an ever-expanding compliance burden on recipients of Federal financial assistance – grants, fellowships, student financial aid, etc. Controlling that burden is the goal of Washington-based research organizations and associations as they review and, if appropriate, comment on proposed guidance issued by Federal agencies.

Some new guidance or requests for information may appear in the next few months. The Office of Science and Technology’s Committee on Science through the Research Business Models (RBM) Subcommittee and in collaboration with their colleagues in the Grants Policy Committee (GPC) of the CFO Council as well as other inter-agency groups and the Federal departments have a number of issues under review and discussion. We are likely to see requests for comment or information on government-wide policies or directives on: multiple Principal Investigators; a research progress reporting format; a financial conflict of interest policy; and institution-wide compliance program guidance. The RBM working groups often use current agency policies, formats, and procedures to inform their work. For example, in the case of the recognition of multiple Principal Investigators (PIs), the elements used by NSF and the new NIH policy on recognizing multiple PIs will likely be reflected in the final proposal by OSTP. The NSF and NIH policies on financial conflict of interest or, in the case of NIH, objectivity in research, will undoubtedly inform the request for information issued by OSTP. As Geoffrey Grant leaves Federal service, most recently as staff to the RBM, it is appropriate to thank him for bringing these issues to the attention of our Federal partners and to welcome him back to our fold.

Carol Blum is Director, Research Compliance and Administration, Council on Governmental Relations (COGR).
“Leadership, we concluded, is not the private reserve of a few charismatic men and women. It is a process ordinary managers use when they are bringing forth the best from themselves and others.”

James M. Kouzes and Barry Z. Posner, The Leadership Challenge

Learning the traits and techniques of applying superlative leadership skills, as the Leadership Development Institute (LDI) Class of 2006 came to know them, was a fascinating journey of self-awareness, growth and camaraderie. As part of an effort begun by our predecessors in 2005, we hope to use this column as a way to share information on how to become better leaders in our profession of research administration. This month, we specifically focus on the first of Kouzes and Posner’s five practices of exemplary leadership – Model the Way.

In 1983, James M. Kouzes and Barry Z. Posner sought to identify the practices of exemplary leaders. The two conducted surveys and in-depth interviews of middle and senior managers, and then analyzed personal best cases. They developed a Leadership Practices Inventory based upon this analysis, then asked over 3,000 managers and their employees to assess the degree to which the managers studied engaged these practices. Kouzes and Posner found that, regardless of variations in the industry or profession, good leaders exemplified what the two identified as The Five Practices of Exemplary Leadership®. These five practices include: (1) Model the Way, (2) Inspire a Shared Vision, (3) Challenge the Process, (4) Enable Others to Act, and (5) Encourage the Heart.

The first practice of exemplary leaders is Model the Way. In describing this practice, Kouzes and Posner write:

“If you want others to do something, do it yourself; show by your own behavior what you expect others to do.”

Marcia Landen and Michael McCallister, who in 2006 wrote about the research administrator as a professional, speak to the core competencies and values of a successful research administrator. The authors’ analysis can serve as a foundation for defining our role and value systems as we fulfill our duties and responsibilities as research administrators. In their article, “The Research Administrator as a Professional,” the two wrote that:

Successful research administrators must have an affinity for the creative process in a variety of disciplines, an acceptance for the mixture of ways research and its administration is done, and an appreciation for what constitutes a contribution to the field. Research administrators are brokers, translators, intermediaries, and helpers who value long-term process. But mostly, research administrators are believers in the vital importance of research.

How can the Landen and McCallister model be applied to our daily role as leaders? Being prompt for meetings, thanking others, and returning phone calls and emails promptly are basic examples of how we all can “model the way” to those around us. What about more difficult situations?

At the November LDI retreat, the Class participated in role play in which one person was a research administrator and the other was a kind, delightful, and highly successful faculty member. In this scenario, the faculty member had not met with the sponsored programs office to obtain an authorization on a contract. To complicate matters further, the faculty member had waived rights to the patent, and the university lost all rights and royalties as a result. This was not the first time an “event” of this type had occurred with this faculty member. But as leaders, how might we address this difficult situation without alienating the faculty member? As Kouzes and Posner note, we can begin by paying attention to what is important. For research administrators, what is important is the research.

A research administrator in this situation might begin by focusing on the value of research and his or her role in supporting the process. Contracts are necessary to ensure that the faculty member and institution are protected and that revenue promotes future research and the dissemination of results. All the constituents, from faculty members, staff, program officers and auditors, are striving to ensure that funds are procured and used wisely to advance research. When we are engaged in disagreements about procedures and policies, bringing the focus back to this fact will ensure the conversation does not become personal, will diminish the conflict, and will model the way for others to keep the focus off blame and on resolving the current situation.

LEADERSHIP TIPS
Modeling the Way
by Danielle Woodman and Michael Wetherolt

“Being a role model means paying attention to what you believe is important. It means showing others through your behavior that you live your values.”

As research administrators, we are often in the position of serving multiple constituents. Pre-award research administrators often work with program or contract officers, while post-award administrators may work with external auditors. Some of us have subordinates or an entire department to manage, and we all have supervisors. We have faculty members procuring grants for research, education, or public service. Other constituents are sponsoring agencies, including the federal government.

In a microcosm, research administrators work with a wide range of constituents possessing different interpretations and expectations, not just of grant awards and the policies and procedures that govern them, but of our own roles as research administrators. With all these constituents, how do we ensure that we are paying attention to what we believe, and successfully show that we live our values without being chameleon-like, or alienating others?
Another important characteristic of leaders who model the way is their willingness to share information with others and guide them, rather than operating autonomously. Landen and McCallister refer to successful research administrators as “. . . brokers, translators, intermediaries, and helpers who value long-term process.” Kouzes and Posner also identify exemplary leaders as those who model the way through long-term processes:

Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.

Following Landen and McCallister’s definition of a successful research administrator and Kouzes’s and Posner’s definition of a leader who models the way, we can strive to interpret and translate. We can work with faculty members to explain the origin of a new policy or a change in a policy and to ensure that, in conversations, our staff, colleagues, and the faculty with whom we work fully understand the reason behind the policies and the information we are presenting. If staff members express frustration during a change, remind them of how far they have come. Celebrate small gains.

These are just of few examples of how we, as research administrators, can model the way.

Danielle Woodman is Director of the Office of Academic Grants at Daemen College and Michael Wetherholt is Director of the Office of Sponsored Programs at Murray State University.

Recommended Reading


The advent of Spring is just around the corner and with it is the 8th offering of the ever popular Financial Research Administration conference to be held April 1–3.

We wanted to take this opportunity to give you another update on the conference.

First, we are very excited to welcome back Paul Begala of CNN's Situation Room to moderate a discussion on the policies and issues affecting research support and research administration.

With our theme of People, Process and Perspective, we’ve put together a keynote panel (People) that will provide a lively and entertaining discussion on how the nation’s research agenda is being affected by the current administration and public policy (Process). To give you the final piece (Perspective), Paul will be joined in the discussion by Kim Moreland of the University of Wisconsin, Jerry Fife of Vanderbilt University, and Gil Tran of the Office of Management and Budget. The panel's expertise and perspectives combined with Paul Begala’s knowledge of current issues is sure to both educate and entertain.

Second, we have something new to offer with our exhibitors. If you never get much of a chance to visit these booths because you’re so busy attending sessions and networking with your colleagues during breaks, we’ve found a solution. Our exhibitors will have demonstration sessions, which will be taking place on Monday, from 5:15-6:15 pm. This will be a perfect opportunity for you to visit our exhibitors.

Sunday and Monday evenings will also offer dinner groups and more opportunities to network and make new friends. NCURA staff will be putting together several options for your Sunday and Monday dinner plans, and don’t forget the Gaylord’s offerings as well.

Third, back by popular demand will be breakfast roundtable discussions to be offered on Tuesday morning. A broad range of financial research administration topics will be covered and will allow an excellent opportunity for conference participants to learn and network while simultaneously enjoying a nice breakfast! Please plan to join a table topic of your choice!

We conclude by thanking our talented FRA VIII Program Committee. Without these people, this conference would not have been possible, and we are truly grateful for all of their hard work. Thanks to this group, there will be something for everyone at this meeting – workshops and senior seminars on Sunday, an outstanding opening session with Paul Begala, primers, concurrent sessions, discussion groups and short takes. As they say, “everything’s bigger in Texas”.

We look forward to seeing you at FRA VIII!
How many of you out there watch the new “Deal or No Deal?” show? I have to admit I do. Will the contestant select the right briefcase and win a million dollars? It depends... Depends on what dollar amount is in which case, how much money the banker offers the contestant, even whether the contestant finds the model holding a briefcase especially attractive, and numerous other variables. Does “It depends” sound familiar?

In the grant world, there are probably even more possible combinations of variables than Howie Mandel could ever present. Basically, just like the contestant, we have to work through to an answer by weighing all the known factors and thinking through a process shaped by years of grant experience. It is vital that a research administrator develop a solid thought process to determine the right answer for a given situation.

NCURA has a new workshop that focuses on developing the thought processes necessary for making grant-related decisions. “The Financial Research Administration Workshop” focuses on the financial side of grant administration. Presenters use case studies including current high risk compliance issues and hot topics to illustrate how to utilize the grant cost principles and practices. Participants are encouraged to discuss openly any questions on specific issues and to receive feedback from the group.

“We wanted a format that maximizes interaction with the participants to enhance the learning experience,” said former NCURA President Patrick Fitzgerald, Associate Dean For Research Administration at Harvard University.

This workshop was developed under the leadership of Patrick Fitzgerald with his co-presenters, Patricia Hawk, the Assistant Director of Sponsored Programs and Research Compliance at Oregon State University and Ann Holmes, currently the Chief Financial Officer at the Center of Advanced Study of Language at the University of Maryland, College Park. Laura Wade, Associate Director for Research Center Administration at the University of Houston’s Center for Superconductivity, is another workshop developer, but was unable to attend the inaugural session.

Ann Holmes, another key individual in the development of this workshop, remarked that “the workshop participants gain direct insight into how other institutions view and deal with financial issues. By working together on case studies, we can learn from each other by what went wrong and what went right [in a given grant scenario].”

Please note that workshop attendees are provided with extensive supplemental material including copies of relevant OMB circulars, audit reports, and current grant news articles along with sample policies, procedures, forms, and notices.

The Financial Research Administration Workshop is probably the best educational opportunity for a finance grant administrator. After attending the first session in Boston this fall, I’d say it’s a real deal.

After completion of the Boston session, I asked Pat Fitzgerald a few questions about the workshop.

Q. What were the specific goals of the FRA Workshop?
A. The workshop is intended to address a relatively new area of emphasis within NCURA, financial research administration, and the professional development needs of a growing segment of our membership, financial post award administrators and departmental administrators.
NCURA first reached out to financial research administrators when the first NCURA FRA conference was offered in 2000. The FRA conference has experienced increased attendance each year and has become NCURA’s second largest event, second only to our Annual Meeting. The FRA workshop was created to provide an in-depth training opportunity for financial research administrators. In contrast to NCURA Fundamentals and SPA II, which discuss a variety of research administration topics, the FRA workshop focuses exclusively on financial issues and discusses these issues in great detail, using examples and case studies to illustrate the concepts which are presented. The goal of the FRA workshop is to help financial administrators gain a deeper understanding of the cost principles and costing practices, to identify current high risk compliance issues and to develop a better awareness of the thought processes that should be used in evaluating which costs are appropriate for reimbursement from sponsors and which are not. It is hoped that the material presented in the FRA workshop will help administrators to better understand their job responsibilities and improve job performance.

Q. How do you feel the first session went?
A. We were pleased with the first session. A key factor for success with the workshop is interaction between the faculty and the participants. The inaugural workshop had a great deal of interaction and the attendees seemed very engaged in the discussions. We believe participants were receptive to the material we presented and found the topics to be relevant to their jobs. The faculty worked well together, especially since this was our first experience working as a team, and we were successful in stimulating useful conversations with the participants.

Q. Do you plan to make any changes/revisions based on the first session?
A. It’s more important for us to know what the participants thought of our first session, and we look forward to receiving the evaluations. The faculty is very interested in fine-tuning the workshop and plans to make refinements in the materials and presentation prior to our next workshop. For example, there will be some changes to the order in which the material was presented and we will also eliminate some redundancy in the slides. We all recognize that this is a new program which will require tweaking based on the feedback we receive. We look forward to hearing what thoughts our participants have for how the program can be improved.

We also have some logistical details to improve on, such as getting another hand-held microphone for the room and providing highlighters for participants to use on the handout materials. We will make these changes for the next session in December 2006.

Q. How do you see the FRA Workshop evolving over the years?
A. We want a format that maximizes interaction with the participants to enhance the learning experience, and we will continue to explore ways to do this. We also are committed to changing the content so that we are addressing timely compliance topics. We recognize that the “hot issues” can change over the years and we want to make sure that we always address current issues. Much of the supplementary materials we provide to the participants are timely documents such as audit reports and compliance updates and these materials will need to be constantly refreshed to stay current. It is critical that the workshop be timely and relevant to the issues of the day.

Juli Ogden serves as Research Accountant, Cincinnati Children’s Hospital Medical Center

Editor’s note: A second offering was held in San Francisco in December 2006. This workshop was offered in New Orleans in February 2007; look for other offerings throughout the year. Other faculty joining the inaugural faculty are: Charlene Blevens, Senior Accounting Manager, Sponsored Research and Financial Aid, Florida International University; Barbara Cole, Associate Vice President, Research Administration, Boston University; Joe Gindhart, Director, Sponsored Projects Accounting, Washington University; Vivian Holmes, Director, Finance & Administration, Division Of Medical Sciences, Harvard Medical School; and Kerry Peluso, Director, Post Award Financial Administration, University of Pennsylvania.

Join us at the next Financial Research Administration Workshop:

Orlando, FL, May 2 – 4, 2007
Neighborhood Watch

Compliance Neighborhood by Terry A. May

The Compliance Neighborhood enjoyed excellent results with the first listserv discussion of compliance issues. The Committee will be sending out another discussion question to the listserv members during the month of February and we plan on monthly discussion points thereafter. We also invite listserv members to pose their own questions and make full use of the listserv.

The Committee is also in the process of adding regulatory and policy announcements to the Town Hall page. We hope to have it more completely populated by the end of February.

The following is a selection of upcoming conferences and meetings. A more complete list can be found under Events on the Compliance Neighborhood webpage.

Association for Practical & Professional Ethics Annual Meeting Cincinnati, February 22-25, 2007

Mini Conference - Underserved Areas for Resources in Responsible Conduct of Research (RCR) Education Cincinnati, February 24-25, 2007

Challenges in Protecting Human Subjects in Research: Seven Years into the Millennium Orlando, FL, February 26, 2007

NIH Regional Seminar on Program Funding and Grants Administration Salt Lake City, UT, March 5-7, 2007


NSF Regional Grants Conference Oklahoma City, OK, March 19-20, 2007


Data Fabrication and Falsification: How to Prevent, Detect and Evaluate Boston, MA, March 29-30

NIH Regional Seminar on Program Funding and Grants Administration Research Triangle Park, NC, April 24-26, 2007

Terry May is a member of the Compliance Neighborhood Committee and serves as Director of Research Development, Michigan State University.

Departmental Neighborhood by Velera Pate

The Departmental Administration neighborhood will be sponsoring an on-line chat on sub-recipient monitoring on February 21. For details on signing up for the hour long chat or for the transcript visit the online neighborhoods website at http://www.ncura.edu/members/neighborhoods/

The Departmental Track at the Annual Meeting in November was excellent, with such topics as: Rebudgeting Issues – What’s a Financial Manager to Do?: The PI’s Responsibility in the Application Process; and, Working with HR: Finding a Way to Meet the PI’s Needs While Staying Legal, just to name a few. To view the power point presentations of these and other sessions, go to http://www.ncura.edu/conferences/48/program/handouts.html

The Departmental Neighborhood sub-committee is working on adding valuable resources to our neighborhood resource page. If you have any handbooks, forms, checklists, or any other information that would be helpful to your peers, please consider sharing it. You may send such items to me at velera.pate@physics.gatech.edu

We will have a new on-campus interview posted soon. During the interview, a description of our jobs as departmental administrators is defined. It is one of the funniest and more accurate descriptions I have ever seen. Be sure to watch for the new interview to be posted soon.

The Departmental Track at the Financial Research Administration (FRA) VIII conference looks great, with many interesting topics and knowledgeable presenters. The conference will be held April 1-3, 2007 in Grapevine (Dallas), TX at the Gaylord Texan Resort. For more information, visit http://www.ncura.edu/conferences/fra8/

Velera Pate is the Chair of the Departmental Administration Neighborhood and serves as Financial Manager II, School of Physics, Georgia Institute of Technology.

eRA (Electronic Research Administration) Neighborhood by Rebecca Puig

ONR access requires a Public Key. As of January 22, 2007, all Office of Naval Research’s (ONR) ebusiness sites (AwardWeb, AdminWeb, and PayWeb) will require a Public Key Infrastructure (PKI). In non-technical language, an electronic authentication of users is required to access these ONR websites. PKI certificates can be obtained from ORC at http://eca.orc.com or at VeriSign, Inc. at http://www.verisign.com/gov/ieca, at a cost of $99 to $115 per user. If you choose ORC, at the time you subscribe, a temporary key will be downloaded to your desktop. So it is important that you use the computer you will be working from at the time of purchase.

continued on next page
Neighborhood Watch

**eRA Neighborhood Continued**

In approximately three business days, you will receive an email message outlining how to download the PKI to your computer. During installation, be sure to select the option “to export” the PKI for a back-up copy.

COGR wrote to ONR stating that if the information contained on the Awardweb or Adminweb systems were breached the results would be nothing more than an inconvenience. Therefore, the sites should require only assertion-based authentications as opposed to the complex PKI certificates. ONR agreed to continue to look at the certification process, in the mean time they will accept paper requests for payment, but strongly encourage institutions to obtain PKI certificate(s) as soon as possible.

**NSF posts funding announcements that require submission through Grants.gov.** The following announcements will be posted on April 25, 2007: Advanced Learning Technologies (ALT). Please visit NSF’s website at http://www.nsf.gov/funding/pgm_list.jsp?org=NSF&ord=date for a comprehensive list of all the RFPs, which require submission via Grants.gov. Solicitations that must be submitted through Grants.gov are marked with a red box containing the letter G, adjacent to the agency due date, in the “Due Date” column.

**Beattie Talks about Grants.gov at U-M.** If you have not had a chance to read our online articles in the eRA Neighborhood, take a moment to do so. In our recent article, OnCampus with Bob Beattie, Bob shares his impressions with us on issues like the transition from PureEdge to Adobe Form; the impact Grants.gov has had on MAC users; and a general overview of how his university has dealt with training and implementation of Grants.gov.

Be sure to read our eRA Neighborhood Corner next month for more updates and tips on how to manage your ebusiness with funding agencies. For up-to-the-minute information, be sure to check out our eRA Neighborhood on the web at http://www.ncura.edu/members/neighborhoods/era.asp. Our goal is to keep you informed about our ever-changing electronic research administration environment. Should you have a topic that you would like us to discuss, please submit your ideas to us via the eRA Neighborhood listerv.

**Rebecca Puig is a member of the ERA Neighborhood committee and serves as Director of Research Resources at the University of South Florida.**

**FRA (Financial Research Administration) Neighborhood**

**by Peg Vigiolto**

Happy New Year all! It is the season for change and for making New Year’s resolutions! The FRA Neighborhood Committee is saying goodbye to Arsenio Roldan, Stanford University; Chris Green, University of Texas Health Center at San Antonio; and Lori Selby, Washington State University. We would like to thank Arsenio, Chris and Lori for their hard work and many contributions over the past two years. While we are sad to see them go we are also happy to see our new members join us. The Committee welcomes new members Linda Ward, Children’s Hospital and Clinics of Minnesota and Glenda Luecke, Washington University in St. Louis. They will be joining returning members Naomi Stewart, Montana State University and Denise Rouleau, Brandeis University, and Peg Vigiolto, Drexel University. There has also been a change of leadership for our Neighborhood. Denise Rouleau has ended her term and Peg Vigiolto has stepped into the position of Chair of the Neighborhood. It will be an exciting year ahead.

The FRA Neighborhood Committee has made revamping the website a priority. Information on PI manuals and Grant Accounting procedures will be added to the Library shortly so check in often to see what we will have added. We are also interested in getting suggestions and feedback from our members about what you would like to see on the FRA website. Please contact any of the committee members with your ideas or suggestions. Our email addresses are published in the Town Hall section of the NCURA website.

It’s almost time for the eighth annual FRA Conference. The conference will be held April 1-3 in Grapevine Texas. There will be lots of comprehensive, information-filled sessions that provide great training whether you are new to research administration or a seasoned, battle-tested veteran. We hope to see you there!

We’d like to remind members that you may now sign up for the FRA listserv directly from the FRA Neighborhood home page. There are several good listserv resources available in our field, but this one specializes in financial issues. We encourage you to use the listserv for the valuable resource it is. Let’s get some listserv chatter going!

**Peg Vigiolto is Chair of the FRA Neighborhood and serves as Associate Vice Provost, Research Administration, Drexel University.**

**International Neighborhood**

**by John Carfora**

It’s hard to believe, but a year has passed since the International Neighborhood – the youngest of NCURA’s seven electronic communities – was announced to members on March 16, 2006. Happy Birthday!

Looking forward, this year the International Neighborhood will undergo a facelift, as we add new commentary from senior international research administrators from Europe and hopefully Asia as well.

If you have not yet had a chance to read one of the latest chapters – titled “Building Toward Successful International Research Collaborations” – that is part of NCURA’s popular new book Sponsored Research Administration: A Guide to Effective Strategies and Recommendations – it contains a number of useful perspectives and tools of import to the fast growing area of
international research administration. Please check it out. On the topic of publications, Phillip Myers, Western Kentucky University, was invited to submit a piece, titled “Research Foundations for Research Management,” that will appear in the Spring edition of Research Global: Magazine of the Research Management Network. Phil is a member of NCURA’s Commission on International Research Administration and a member of the International Neighborhood’s Subcommittee.

A hearty congratulations to Phil.

Finally, all of us associated with the Commission on International Research Administration and NCURA’s International Neighborhood want to thank all of you who utilize the International Neighborhood, and send us ideas, links to international sites, and other highly valued information. Please visit the International Neighborhood, and welcome.

John Carfora is Chair of the International Research Administration Neighborhood and serves as Director, Office for Sponsored Programs, Boston College.

By the time you’re reading this, the February 5th NIH grants.gov deadline has passed. If you have some helpful hints that would benefit all, please email the listserv at preaward@lists.ncura.edu and share.

Holly Benze is the Chair of the Pre-Award Neighborhood and serves as Assistant Director, Research Project Administration, The Johns Hopkins University.

PUI (Predominantly Undergraduate Institutions)

by Holly Benze

At NCURA’s 48th Annual Meeting, the members of the Pre-Award Committee shared breakfasts and dinner with members in our neighborhood. These meals not only provided an excellent networking opportunity, but they also gave everyone the chance to provide input on what he/she would like to see as resources on the PAN webpage.

Additionally, the committee met and discussed our goals for 2007. The top priority is improving our neighborhood website by updating and adding more useful information. We are currently concentrating on the library page. Check out our improvements by going to http://www.ncura.edu/members/neighborhoods/pan.asp and clicking on “Library.”

On December 13, 2006, we had an online chat with Megan Columbus, NIH Program Manager for Electronic Receipts of Grants Applications. She provided answers to many of those burning questions we have about grants.gov and the eRA Commons. The full transcript can be found at http://www.ncura.edu/members/neighborhoods/chat/NHElectronicSubmissions.pdf.

Other agencies are following the Federal mandate and requiring grants.gov proposal submissions. NSF has announced that the following programs will require submission via grants.gov in 2007: Antarctic Artists and Writers (OPP); Scientific Computing Research Environments for the Mathematical Sciences (MPS); Living Stock Collections (BIO); Advanced Learning Technologies (CISE); CEDAR, GEM, and SHINE Postdoctoral Research (GEO); Research in Disability Education (EHR); Infrastructure Materials Applications and Structural Mechanics (ENG); and Geography and Regional Science (SBE). More information is available on the Library page under Federal Scene Funding Alerts & Deadlines, National Science Foundation.

by Jeanne Ware

Happy New Year! With the New Year well underway, I would like to introduce the new PUI Committee. These dedicated individuals and I will work together during the coming year to bring you On-Campus Interviews, Online Chats, and other programming relevant to your unique mission of a small sponsored research office.

Please join me in welcoming (listed in alphabetical order):

Frances Jeffries, Special Assistant to the Provost, Wheaton College, Norton, Massachusetts.

Linda Mason, Coordinator for Grants and External Funding Assistance, Oklahoma State Regents for Higher Education, Oklahoma City, Oklahoma.

Kim Pachetti, Director, Office of Sponsored Programs, Canisius College, Buffalo, New York.

Jerry Pogatshnik, Associate Vice President of Research, Eastern Kentucky University, Richmond, Kentucky.

Valerie Riley, Director, Office of Sponsored Programs, Embry-Riddle Aeronautical University, Daytona Beach, Florida.

Jeanne Ware (Chair), Director, Office of Research Programs and Services, New College of Florida, Sarasota, Florida.

As always, please join the PUI Listserv from the NCURA website and be part of the discussions that are going on. We recently addressed several issues with regard to Gifts vs. Grants – how our institutions vary reporting it and how we deal with (or not) with advancement offices and foundations; Overload Pay for faculty at PUIs – since the teaching mission is so important, we are less likely to have release time for faculty, so how do other institutions handle it, and more. Be part of the discussions!

Jeanne Ware is Chair of the Predominantly Undergraduate Institutions Neighborhood and is Director of Research Programs at New College of Florida.
REGION I
New England

The election results for Regional Office are now final. I am pleased to announce that Thomas Egan from MIT has been selected as Chair-elect. Tom will serve in this role for one year and then move to Chair for a one-year term. Also, John Harris from Northeastern University was elected Secretary. John will serve in his capacity for a two-year term. Congratulations to both and I am looking forward to working with them over the next year.

Our Spring Meeting is scheduled for May 6-9, 2007 at the Biltmore Hotel in Providence, RI. Lee Picard from Brandeis University and Thomas Egan from MIT are the Program Committee Co-Chairs. Their Committee is hard at work creating a great program. Registration information will be available soon on our Regional website at <http://web.mit.edu/osp/www/ncura/index.html>. Please save the dates. For further information on the Biltmore Hotel, go to <http://www.providencebiltmore.com/>.

Our future RADG’s are posted on the Region I website at http://web.mit.edu/osp/www/ncura/upcomingradgmeetings.htm. For those that have never attended an RADG, it is a good way to keep current and educate us about emerging issues in our field. Lunch (optional) follows, allowing attendees to network with colleagues from around New England. Meeting topics and registration information will be e-mailed to the membership as each date draws closer.

I am happy to announce that Sally Tremaine from Quinnipiac University has agreed to serve as Chair of the Volunteerism and Membership Committee for the next year. The purpose of this Committee is to oversee membership activities and promote volunteerism within the Region. If you are interested in volunteering for NCURA, contact Sally at sally.tremaine@quinnipiac.edu. We will all be hearing from Sally as the year goes on.

Finally, I want to thank Stacy Riseman for serving as the inaugural Chair of the Volunteerism and Membership Committee over the past year. As you may know, this Committee was created last year and the Chair serves a one-year term. Stacy and her Committee did an excellent job in setting the foundation for the Committee to move forward in the years to come. As the first Chair, we will owe Stacy a great deal of gratitude for the success of this Committee in the future. Members of the Committee were:

- Darren Birchall, Smith College
- Denise Rouleau, Brandeis University
- Don Saha, University of Connecticut Health Center
- Elena Glatman, Brown University
- Gentiana Pambuku, Harvard Medical School
- Jim Jenkins, Beth Israel Deaconess Medical Center
- Joyce Ferland, Brown University
- Noelani Radford, Brigham and Women’s Hospital
- Susan Zipkin, Brigham and Women’s Hospital

Please join me in thanking Stacy and the Committee their hard work and dedication Region I.

Gary Smith is the Chair of Region I and the Administrative Director for Research in the Department of Surgery at Massachusetts General Hospital. He can be reached at (617) 726-4208 or e-mailed at gsmith4@partners.org.

REGION II
Mid-Atlantic

As I write this, the Spring semester is underway, and your officers and program committee are furiously working on the planning of the Region II Spring Meeting. As the Chair of Region II for 2007, I am very excited about the upcoming meeting. It is being held at the Hilton Hotel in downtown Rochester, New York, May 6-8, 2007. As Cheryl reported in the last issue, the meeting theme is “Research Administrators Meeting the Challenge of Change in Our Communities”. The meeting will be kicked off by a panel session of local university and college presidents discussing the changing relationship between the institutions and their communities. You will find a preliminary program posted on the new Region II website at http://ncuraregionii.org, as well as registration information and hotel reservation information. Don’t wait, register now!

You will have received an e-blast regarding the election results and I hope you will welcome your new officers: Mary Louise Healy (Healy), Chair-Elect; Brenda Kavanaugh, Treasurer-Elect; and Erica Kropp, Regionally Elected Board Member. Mary Louise Healy is Director of the Office of University Research Services at Towson University. Brenda Kavanaugh is a Research Administrator at the University of Rochester. Brenda is currently serving as Co-Chair of the Region II Program Committee. Erica Kropp is the Director of Research Administration and Advancement at the University of Maryland Center for Environmental Science. All of these individuals have served with Region II and the National Organization as presenters, workshop leaders, and on committees for many years. I am really looking forward to working with these talented officers in 2007.

We are looking forward to presenting a draft of the strategic goals at the Spring Meeting. The formulation of Region II’s strategic goals began at the Governance/Leadership Workshop held in July, 2006. The entire Executive Committee was present at the meeting and along with the Board members from Region II. The officers embraced the exercise of establishing strategic goals to help ensure continuity year after year.

The most worthwhile goal that came out of that exercise is the commitment to offer workshops which will teach “core knowledge” from the field of research administration at each Spring Meeting. In this way, individuals will be able to gain a broad knowledge base over the years. Topics to be covered in these workshops include: proposal development, budget development, finding funding sources, grant accounting, closeout requirements, reporting, project management, intellectual property, human subjects, animals, and compliance.
If there are topics that you feel should be included in the core knowledge workshops, please send your ideas to me at ruth.tallman@lehigh.edu.

I’d like to thank the officers whose terms ended in December 2006: Cheryl Williams, Chair; Marjorie Zack, Treasurer; and Marti Dunne, Region II Board Member. Cheryl, Margie, and Marti did an excellent job serving your region during their terms. I also know that all of them will still be very active and involved both regionally and nationally. Thank you all for all your efforts!

Please visit the Region II website at www.ncuraregionii.org and feel free to contact me with any concerns, questions or suggestions you may have about the Region at ruth.tallman@lehigh.edu or (610) 758-3024.

Ruth Tallman is the Chair of Region II and serves as the Associate Director and Compliance Officer at Lehigh University.

REGION III
Southeast

Now that the New Year celebrations are over, let us hope we all have not broken our New Year’s resolutions for 2007 just yet. One resolution you can add to your list is to be more involved and participate in NCURA’s Region III activities. There are many opportunities coming up this year and your participation will not only enrich the information shared with others across the Region, but help expand your knowledge too. So take a moment to see what is happening in Region III and fulfill one of your New Year’s resolutions today!

Spring Meeting Travel Award
NCURA’s Region III is offering its members the opportunity to nominate deserving colleagues for the coveted $1,000 Travel Award! It is an incentive for newcomers and veterans alike who would like to attend the regional meeting in Music City, USA (Nashville, TN). The full award description and nomination form will be posted on our Region III website soon!

Let’s Meet and Greet: Joint Region III/IV Spring Meeting in May 2007
We are looking forward to our 2007 Joint Region III/IV Spring Meeting in Nashville, Tennessee, May 13-16. The theme for this year’s conference is The Rhythm of the Future in Research Administration. This is our long awaited joint regional meeting. Program co-chairs, Sara Streich (Region IV) and Michelle Powell (Region III), along with their program committees, are hard at work planning a wonderful conference packed with great workshops and sessions, designed with you in mind.

The conference hotel is the Renaissance Nashville located in the heart of the city and within walking distance of the Coliseum, B.B. King’s Blues Club, Country Music Hall of Fame & Museum, and Historic Second Avenue District (which boasts of Nashville’s most popular honky-tonks and live entertainment). Enjoy luxurious accommodations with modern amenities including Bath & Body Works products; plush new bedding; a 24-hour fitness center, and floor to ceiling windows for you to experience the breath-taking views of downtown. Upgraded business amenities include a well-lit work desk and high-speed internet access so you can keep up with what is going on back at the office.

You don’t want to miss this conference, so make your reservation today and join us for the fun in Nashville! We’ve just finalized plans for the band “Soul Incision” (Steve Smartt’s band) to play for us on Tuesday night!

Make your lodging reservations and register early so you will not miss a moment of the fun at NCURA’s Joint Region III/IV Spring Meeting!

Renaissance Nashville Hotel
611 Commerce Street
Nashville, Tennessee 37203 USA
Phone: 1-615-255-8400
Toll-free: 1-800-327-6618

For more conference information, visit our website at http://www.ncuraregioniii.com/

Get Involved! Do We Have Any Volunteers?
By now, everyone should be aware of the many volunteer opportunities that are available for the Joint Region III/Region IV Spring Meeting. If you have not already volunteered and are interested, please contact Tony Ventimiglia at ventiaf@auburn.edu.

Region III Website
Just a reminder that Region III has recently moved its website, so change your Favorites (bookmarks) to www.ncuraregioniii.com. Information about our exciting region will be updated regularly so check back often! Be sure to subscribe to our Region III listserv to keep up-to-date on the latest happenings in the exciting world of research administration.

Lori Brown and Rebecca Puig are Region III’s Newsletter Team. Lori serves as the Proposal Specialist at University of South Florida and Rebecca serves as Director Of Research Resources, Office Of Research, University of South Florida.

REGION IV
Mid-America

Region IV is gearing up for our combined regional meeting with Region III, which is scheduled for May 13-16 in Nashville, TN. This will be an exciting opportunity to not only mix and mingle with people from the Mid-America region but also people from the Southeastern states as well! More information on the meeting can be found on the website at www.ncuraregioniv.com.

Speaking of the regional meeting, it’s almost time for nominations for regional awards, which will be presented at the May meeting. A call for nominations for awards will be coming soon, so be thinking of which of your deserving colleagues to nominate. See the Region IV website for complete details. We will also need nominations for positions on the Region’s board.

The Annual Meeting in DC was a great opportunity to visit with others from around the country and also a great learning experience with all the many great topics that were offered, so if you didn’t go last year, make plans to go this year! However, if you’re unable to make the Annual Meeting, you’re highly encouraged to join us in Nashville for the regional, which will have an exciting and educational program.

Overall, Region IV has a strong member base and has a good support base of volunteers ready and able to help further its goals. If you’re interested in volunteering or helping in the future, please do not hesitate to contact any of the officers or committee contacts to get involved. You can also join a Neighborhood, which are email listservs that you can join for the latest news and help, by going to the National website.

Enjoy the newsletter and we hope to see you in Nashville in May!

Diane Barrett is the Chair of Region IV and serves as Assistant Director, Pre-award Services at the University of Wisconsin-Madison.

REGION V
Southwestern

I hope everyone had a wonderful holiday and I wish each of you a happy New Year.

Our Spring meeting plans are well underway and getting the final touches. The meeting will be held in Arlington, Texas at the Wyndham Hotel, April 29-May 2, 2007.

continued on next page
REGION V
Southwestern (continued)

The theme for the meeting is “Knocking it out of the park... How Research Administrators bat clean-up and clear the bases”. Scott Erwin is finalizing the program along with his program committee. If you are interested in presenting, being a moderator or volunteering for this meeting please contact Scott Erwin at w10@txstate.edu to see if there are any slots available.

You can go to the Region V website and look at the information for the Spring meeting. You can access hotel registration, the meeting flyer and information from American Airlines on discount airfares.

I would like to thank Gary Carter from Baylor University and Alicia Brossette from Southern Methodist University for their services on the Executive Committee for the past two years, you both will be missed! The Executive Committee would like to welcome Toni Shaklee of Oklahoma State University and Pat Myrick of University of Texas at Arlington to the committee and we look forward to working with both of you for the next two years.

We will have the Region V bylaws finalized before the spring meeting and put on the website for all of our votes! In addition, the elections are coming up and I encourage all of you to take a few minutes to cast your votes. I would like to see a big turn out this year for nominations and votes!

Wishing each of you a happy and prosperous 2007!

Vicki Cox is the Chair of Region V and serves as Administrator for the Department of Radiology at Baylor College of Medicine.

REGION VI
Western

I’d like to open my first Regional Corner by thanking Ann Pollack and Katherine Ho for their exceptional leadership and management of our regional affairs in 2006. They have made many positive changes to our by-laws and left us in great financial standing. Sherylle Mills-England and I will work hard to continue to encourage new member participation and open communication in our region.

Linda Patton and her nominating committee worked hard on putting together a great slate of candidates and I would like to congratulate the elected team:

Chair elect: Bruce Morgan, University of California-Riverside
Secretary elect: Samantha Westcott, California Institute of Technology
Treasurer elect: Cora Diaz, University of California-Santa Barbara
RAC member: Victoria Jensen, California State University-East Bay

I’d also like to thank Carol Zuiches, University of Washington, for agreeing to serve one-year on the RAC to fill the vacancy left by Nancy Daneau and Vincent Oragwam, Cal-State Bakersfield, for agreeing to serve as my appointed RAC member.

Joe A. Bezza, California Agricultural Technology Institute, has agreed to Chair the New Membership Committee, Joyce Freedman, UC-San Francisco, will Chair the Nominating Committee and Dan Nordquist, Washington State, will Chair the standing Awards Committee as well as the Vendor/Sponsorship (ad hoc) committee for the 2007 Spring Meeting.

Our Region VI/VII Spring Meeting will be held in Park City, Utah from April 22-25, 2007 at the Canyons Resort. The program committee has put together an outstanding offering of workshops and sessions. As a reminder, Region VI is funding two awards to support travel to the Spring Meeting. Each of these awards will provide a research administrator from within Region VI up to $600 for expenses associated with travel and accommodations to the meeting. Dan Nordquist will notify the Travel Award winners by the first week of March so that they will have time to register and make hotel and travel reservations.

I look forward to working with everyone this year and I hope that you have already made your plans to attend our Regional meeting. It is a wonderful opportunity for professional development and networking.

Georgette Sakumoto is the Chair of Region VI and serves as Administrative Officer, Office of Research Services at the University of Hawaii.

REGION VII
Rocky Mountain

Throughout our entire region – as far north as Montana and as far south as Tucson – we’re digging out from snow and ice storms, with more forecast for the coming months. What better time than now to think about Spring! Mark your calendars now for the Region VI/VII Spring Meeting to be held April 22-25, 2007 at the Canyons Resort in Park City, Utah. Program, registration, and hotel information are posted on the Region VII website at http://ncuraregionvii.unm.edu/. Be sure to take advantage of the Early Bird registration discounts by registering prior to March 21, 2007!

We’ve had great officers who have been committed to developing a strong professional organization and I’d like to thank Josie Jimenez, Immediate Past Chair, for her support and guidance as I assume the Chair responsibilities for our region. Thanks also to Jeanne Cox for her services as Member at Large, Dianne Horrocks who served as our regionally elected member to the National Board of Directors, Ken Felthouse for his continuing services as our Secretary/Treasurer and to Lisa Laatsch for her continuing services as our regional volunteer coordinator. Thanks also to Judy Fredenberg and Denise Wallen for their service as nationally elected representatives to the Board of Directors. Finally, thanks to Dennis Paffrath who served as a member of the Region VII Executive Committee and who recently relocated to the University of Maryland. We wish him good fortune, and welcome Tim Edwards who was appointed at the national meeting to serve on the Region VII Executive Committee for the remainder of Dennis’ term.

I would also like to extend congratulations and welcome to the new members of our leadership team: Deb Murphy, Member at Large; Josie Jimenez, regionally elected member to the National Board of Directors and Immediate Past Chair; and Dianne Horrocks, Nominating and Leadership Development Committee. There will be many other opportunities to participate in regional and national activities, and if you’d like to get involved, please let me or another officer know of your interest.

Don’t forget to take advantage of Early Bird registration for the spring meeting; see you there!

Wilma Ennenga is the Chair of Region VII and serves as Director, Office of Grant and Contract Services, Northern Arizona University.
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Managing sponsored programs effectively has never been more challenging... and with today’s tight budgets it has never been more important. The challenges you face on campus now are technological, administrative, and regulatory. The pace of change from Washington — new regs, new policies, new interpretations of existing policies, changes to circulars, mandatory education programs... not to mention the government’s and agencies’ move towards the electronic grant process — is accelerating at a dizzying rate.

To help your college or university limit its exposure to disallowed costs, loss of federal funding, and public relations nightmares, NACUBO, NCURA, and AIS have teamed up to publish A Guide to Managing Federal Grants for Colleges and Universities.

This comprehensive 900+ page looseleaf (also available on CD) helps you manage federal funds effectively and saves you time and money while you’re at it. Among its many benefits, the Guide:

- Includes coverage of the latest federal policies and requirements.
- Is written especially for higher education by campus-based leaders in sponsored research administration.
- Has useful tips to make sure your management practices don’t raise flags during an audit.
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- Provides step-by-step guidance on managing your subrecipients.
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- Puts the full text of important OMB circulars and related documents at your fingertips, including revisions as they become final.
- Has a logical organization that walks you through the entire grant process, from solicitation to audit.
- Is updated quarterly (in print and CD formats) to ensure the information you rely on is up to date.
- Includes a monthly newsletter, Federal Grants News, written by experienced sponsored program directors.

A Guide to Managing Federal Grants for Colleges and Universities and Federal Grants News provide the help you need to maximize your institution’s federal funding!

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- Call 800-521-4323: Atlantic Information Services (AIS), business agent for NCURA, 800-521-4323, and charge your order to a major credit card. Charges will appear as “Atlantic Information Services.”

Complete this form and mail to: AIS, 1100 17th Street, NW, Suite 300, Washington, DC 20036
For most of us, research seminars invoke visions of faculty gathered in a room, talking in a strange language of their own about scientific things that we, as administrators, usually don’t understand. This viewpoint often causes us to overlook the potential benefits that research seminars could have for us in our role as managers, leaders and administrators. When I was a manager of a large clinical research department, I found that having a monthly research seminar series was actually a valuable, multifaceted administrative tool that:

- Increased and opened up communication. Research faculty can become isolationists. I was amazed how many faculty didn’t know other faculty in the department, even those whose labs were right next door! The seminar was the perfect occasion for me to introduce faculty to each other and to encourage conversation, especially between junior and senior faculty.

- Increased collaboration and sharing of resources. Besides not knowing each other, many of the faculty didn’t know other research projects were going on in the department and what resources each other had. The seminar became a vehicle for sharing and exchanging information and ideas. Junior faculty, who were often lacking equipment or personnel, found others willing to share or pool their resources, and sometimes found mentors.

- Helped new faculty acclimate easier. New faculty often take a while to settle in and get to know their departments and the institution. The seminar provided an opportunity for them to meet the other faculty and learn about their research projects, so it was very important that I invited them right away. If they seemed reluctant at first to attend, I would suggest they accompany me so I could break the ice and make introductions. This strategy usually worked and helped them feel more comfortable about attending on their own.

- Provided development opportunities. Administrators often overlook the professional development needs of Graduate Students, Residents, Fellows and PostDocs, who are aspiring towards faculty appointments. An essential and crucial skill for them is public speaking and presentations, a skill that could sometimes “make or break” their careers. The seminar provided a comfortable atmosphere for them to practice and hone this skill and receive constructive feedback.

- Kept me in touch with my faculty. As with most of us, I didn’t always have the time to meet regularly with my faculty to see how they were doing or discuss any plans they had. The monthly seminar became a quasi-meeting where I could quickly catch up with them and gather information such as future grant submissions or the need to hire lab personnel.

- Aided in targeting funding opportunities. Not knowing the nature of your faculty’s research can make it very difficult to forward or search for the right kind of funding opportunities. I received numerous funding announcements on a regular basis, and my faculty appreciated me paring down multiple large listings and forwarding only those that were relevant to their research.

- Helped in managing space and resources. Understanding your faculty’s research gave me a better awareness of their needs and resources. This allowed me to assign lab space to researchers with similar projects and/or complimentary resources near each other and encourage the formation of common equipment areas. This helped lower costs for everyone and held down the amount of assets that my office had to track and manage.

- Provided a reminder of why I do what I do. It is important to remember what is behind our role as research administrators. It was rewarding to me to know that I was a part of what my faculty were doing to make our world a better place, and they often let me know how much they appreciated all that I did to support them.

If your department or institution already has a seminar series, start attending! If you’re already attending on a regular basis, start using it as the valuable management tool it could be for you. If you don’t have a seminar series in your department or institution, consider starting one! The following are some tips that I learned in starting and running a seminar series in my department.

- You don’t need outside speakers. The focus should be on what’s going on in your department or institution. Rotate through all the labs and schedule them well in advance.

- Once you’ve scheduled a lab, surrender the time slot. Let the senior faculty member of each lab pick who they would like to have speak and for how long. They know best who they would like to have present their work. Also, they are usually happy to conduct the seminar and introduce their students and staff, freeing you from the responsibility.

- The best time to have the seminar is during lunch. When you offer to provide lunch, most people won’t pass up the free meal, and lunchtime is less intrusive to most people’s schedules.

- You don’t need to spend a lot. I kept costs down by purchasing everything from a local grocery store. I pre-ordered fresh sandwich and salad platters, and bought 2-liter bottles of soda, water, cookies and chips that were on sale. My costs to provide lunch for 20-30 attendees was usually between $100-$150!

- Pick the right room. A meeting room that is too large or too small for the number of attendees can be uncomfortable and can deter people from attending. Also, know whether the room has built-in audio/visual or if it needs to be provided.

Shelley Hesselton-Mangan is the Internal Control Auditor, Chartwells Student Dining Services Division, Worcester Polytechnic Institute.
SPONSORED PROJECTS ESSENTIALS

In an ever-changing environment, the core building blocks of sponsored project administration are essential. Whether you are new to the profession or a seasoned veteran, this workshop is intended to help you look at basic principles from a different perspective.

FACULTY: Denise J. Clark, Director, Research Administration and Finance, Rensselaer Polytechnic Institute; F. Edward Herran, Director of Sponsored Projects, Memorial Sloan-Kettering Cancer Center; Jerry G. Fife, Assistant Vice Chancellor for Research Finance, Vanderbilt University; Laura L. Wade, Associate Director, Research Center Administration, Texas Center for Superconductivity, University of Houston; Pam Whitlock, Director, Office of Sponsored Programs, University of North Carolina at Wilmington.

March 6, 2007

EFFORT REPORTING

Auditors’ continued attention on effort reporting has sparked numerous findings and -- stories in the press. This program will give the audience guidance on everything from bare-bones reporting necessary to stay in compliance to what some institutions are developing to help streamline their process.

FACULTY: Richard Seligman, Senior Director, Office of Sponsored Research, California Institute of Technology; Laura Yaeger, Managing Director, Higher Education Practice, Huron Consulting Group; David Kennedy, Director, Costing Policy and Studies, Council on Governmental Relations; Gunta Liders, Associate Vice President for Research Administration, University of Rochester; Michele Codd, Assistant Director, Institute for Software Integrated Systems, Vanderbilt University.

June 12, 2007

CONFLICT OF INTEREST: HOW TO SPOT AND MANAGE IT

The words “Conflict of Interest” have been known to strike fear into the hearts of even the most seasoned research administrators. This program, with its expert panel, will relate best practices in managing a COI and give examples of what works, and what doesn’t.

FACULTY: Christina Hansen, Assistant Vice Chancellor, Office of Research Administration, University of California-Irvine; Mary Ellen Sheridan, Associate Vice President for Research, University of Chicago; Vivian Holmes, Director, Finance & Administration, Division of Medical Sciences, Harvard Medical School; Alex Dreier, Partner, Hogan & Hartson, LLP.

September 11, 2007

SUB-AWARDS: A SURVIVOR’S GUIDE OF KEY CONCEPTS AND PRINCIPLES

Drawn from NCURA’s seven-week on-line tutorial, this broadcast is intended as a review for mid-level research administrators and will provide enough basic information to help those who are new to the world of subcontracting to – survive!

FACULTY: David Mayo, Associate Director, Office of Sponsored Research, California Institute of Technology; Steve Erickson, Director, Office for Research Compliance and Intellectual Property Management, Boston College; Ruth Farrell, Associate Vice President for Research Administration, University of Vermont.

To register, see next page!
**Registration Form**

The cost of the full series (all four workshops) is $2,950 per campus. To purchase an individual session the cost is $975.00 per campus. All Broadcast Workshops will be aired from 11:30 am – 3:30 pm, Eastern Time. NCURA will transmit a test signal one hour (10:30 – 11:30 am, Eastern Time) prior to air time!

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A check must accompany this registration form. Registrations received without payment will not be processed. Please make check payable in U.S. currency to NCURA and send payment and registration to NCURA, One Dupont Circle, NW, Suite 220, Washington, DC 20036.

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Credit Card payments will not be accepted via fax or mail. If you would like to pay by credit card, you must do it by using the following Online Registration option:  [http://www.ncura.edu/conferences/videoseries/2007/registration.htm](http://www.ncura.edu/conferences/videoseries/2007/registration.htm)

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**CANCELLATIONS:** Notification of cancellation must be received in writing no later than 14 business days prior to each telecast and are subject to a $75 cancellation fee. Cancellations received after the deadline will not be refunded. You must receive confirmation from NCURA to receive a refund.
Recognizing the contributions of our colleagues is one of the highest honors we can bestow. Additionally, nurturing diversity expands the energy and creativity of our membership and builds a stronger volunteer organization. Now is the time to acknowledge an extraordinary mentor, collaborator, or friend, and identify a candidate for the minority travel award. The awards below encourage you to go to your computer and nominate your colleagues for one of four awards to be given each year at the annual meeting. Do it now!

Distinguished Service Award
This award is given to up to five individuals who have made significant contributions to NCURA.
Deadline: May 25, 2007 for nominations

Outstanding Achievement in Research Administration
This award is given annually to an individual who has made a significant contribution to the profession of research administration.
Deadline: May 25, 2007 for nominations

Joseph Carrabino Award
NCURA’s newest award is given to a federal employee who has made a significant contribution to research administration, either through a singular innovation or by a lifetime of service.
Deadline: May 25, 2007 for nominations

Catherine Core Minority Travel Award
This program supports travel to the NCURA Annual Meeting for up to four individuals from under-represented groups who would not otherwise be able to attend this conference.
Deadline: May 25, 2007 for nominations

The Nominating and Leadership Development Committee invites all members of NCURA to participate in the process of selecting key members of the national leadership team by nominating (or self-nominating) individuals for these important positions:

- Vice-President/President-elect
- Secretary
- Treasurer-elect
- Two At-Large Members of the Board of Directors.

NCURA provides many opportunities to volunteer with our professional organization. By expanding your involvement, you will be afforded a wealth of enriching experiences. Being active and involved in NCURA can be as simple as considering whom to nominate for these positions, and then making that nomination. In addition, if you are interested in these positions and would like to submit your name for consideration, we are waiting to hear from you.

For a detailed description of the current responsibilities of these positions, please view: http://www.ncura.edu/members/positions/.
Terms of these positions will begin on January 1, 2008.

Please email nominations to: nominations@ncura.edu.
All nominations and supporting materials from the nominees must be received electronically on or before May 25, 2007.

Get involved. Stay involved.

Christina Hansen is the Chair of the Nominating and Leadership Development Committee and serves as the Assistant Vice Chancellor, Office of Research Administration, University of California- Irvine.

Milestones

We are excited to announce that KERRY PELUSO is now serving as the Associate Vice President of Research Administration at Emory University.

KIM MORELAND of the University of Wisconsin-Madison has the new title of Associate Vice Chancellor for Research Administration and Director, Research and Sponsored Programs. We congratulate her on her promotion!

Beginning February 2 GEOFF GRANT, formerly with the Federal Government, started in a new position as Vice President for Research Administration at Partners HealthCare System in Boston, MA.

NANCY DANEAU has accepted a new position at Brookhaven National Laboratory where she serves as Senior Contract Specialist.

On February 1, 2007, JIM WELLS joined the University of Wisconsin-Madison as Director of the Office of Research Policy.
We’ve Moved!

ON JANUARY 5TH THE NCURA NATIONAL OFFICE MOVED TO ITS NEW LOCATION AT 1225 19TH STREET, NW, WASHINGTON DC.

Approaching the end of its ten year lease through the American Council on Education (ACE), NCURA was experiencing a period of unprecedented growth both in its programming and its staff, and thus looked to expand in its current location at One Dupont Circle. Due to ACE’s inability to commit to the organization’s request for increased space, Executive Director, Kathleen Larmett approached the NCURA Board of Directors about finding a new location for the National Office. The Board unanimously approved the decision and the search for a new space began in January, 2006. When asked about the move, Larmett stated, “NCURA was housed in the National Center of Higher Education for over 25 years and would have liked to remain in a facility with other higher-ed associations. However, it became apparent that we needed a change in order to facilitate the growth of the Council’s membership, programming and staff. We had been requesting additional space for several years and by the end of 2005, it was becoming clear that this wasn’t going to happen. And so, as other higher-ed associations before us, we made the decision to leave One Dupont.”

NCURA was fortunate enough to find a remarkable space that will comfortably accommodate future growth and reflect the developing face of the organization. The new office is located a block and a half away from the Dupont Circle Metro Station, and features two meeting rooms and several guest offices. The National Office, in its new location, provides NCURA with the opportunity to truly welcome and support its members. We encourage you to call the office in the event that you are in need of work space while stopping through town. We look forward to seeing you!

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The University of Massachusetts Boston invites superior growth-oriented applicants interested in the position of Assistant Vice Provost for Research and Executive Director of the Office of Research and Sponsored Programs. Appointed by and reporting to the Vice Provost for Research, this position provides university-wide leadership of all aspects of sponsored program operations. This includes supervising the staff of the central unit of the university that offers research administration services, overseeing policies and procedures to ensure that all sponsored programs meet the highest standards of best practice, and working in collaboration with university leaders to accomplish the research strategic goals of the university. Candidates must have at least 5 years of successful and progressively responsible experience managing sponsored programs in a complex academic environment.

UMass Boston, one of five campuses of the University of Massachusetts system, is a comprehensive, doctoral-degree granting, research-intensive, ethnically diverse institution nationally recognized as a model of excellence for urban universities. UMass Boston faculty, staff, and students were awarded $39 million in extramural support in fiscal year 2006, representing an 8.9% increase from the previous fiscal year, and a total increase of nearly 100% in the last six years. A strategic research plan is under development as the university seeks to expand or refocus its research and development initiatives and to grow its research resources.

For full consideration, submit cover letter, résumé, and the names, addresses, telephone numbers, and e-mail addresses of five references to: Chairperson AVP-ED Search, Office of the Vice Provost for Research, University of Massachusetts Boston, 100 Morrissey Boulevard, Boston, MA 02125-3393. Applicants are strongly encouraged to submit these materials electronically to christine.depalma@umb.edu. Position start date Spring 2007. Compensation competitive and commensurate with experience.

For additional information, see http://www.umb.edu/administration_finance/hr/employment/search.html

UMass Boston is an Affirmative Action, Equal Opportunity, Title IX employer and strongly encourages women, members of all ethnic groups, and persons with disabilities to apply.

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TAKE A CLOSER LOOK.

If your institution is not one of the many universities that our federal research group currently serves, please take a closer look at what we have to offer. We are widely recognized as a leader in addressing and resolving legal problems relating to federal research grants, contracts, and cooperative agreements performed by universities and nonprofit research institutions. We count among our clients the majority of the nation’s top 40 research universities, as listed in the most recent NSF rankings, and many other research institutions of all sizes in all parts of the country.

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Assistant Vice President for Sponsored Programs Administration

Virginia Tech, a comprehensive, innovative research university with its main campus in Blacksburg, VA is seeking candidates for the position of Assistant Vice President for Sponsored Programs Administration (AVPSPA). The AVPSPA reports directly to the Vice President for Research. Responsibilities include independently managing the Office of Sponsored Programs (Pre-Award and Post-Award) which is responsible for the management and administration of all externally funded sponsored programs and projects with expenditures totaling nearly $300 million; establishes policies and procedures to maximize the opportunities for support of faculty research and to create an environment conducive to such scholarship; and assists the institution with minimizing its compliance risks associated with sponsored programs.

Qualifications include a bachelor’s degree in a relevant field (advanced degree preferred) with a minimum of five years of experience. For detailed information and instructions on how to apply see www.jobs.vt.edu and search for posting 070128. Inquiries may be directed to Dr. Robert Walters by telephone at 540-231-5410 or by email at rwalters@vt.edu. For more on Virginia Tech, go to www.vt.edu. Review of applications will begin March 5, 2007.

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NCURA Calendar of Education and Events

2007 NCURA TV Broadcast Series

Effort Reporting.................................March 6, 2007
Conflict of Interest: How to Spot and Manage It..........................June 12, 2007

Online Chat
ONR PKI Issues..............................March 21, 2007, 2:00-3:00 pm EST

Financial Research Administration Workshop
Orlando, FL ..................................May 2 – 4, 2007

Online Education Webinar
Pre-Award Foibles that Cause Post-Award Troubles...April 26, 2007, 12:30-2:00 pm EST

Online Tutorial
A Primer on Federal Contracting ........................................April 30–June 22, 2007

Fundamentals of Sponsored Project Administration
Atlanta, GA ........................................March 26 – 28, 2007
Charleston, SC ..................................April 16 – 18, 2007
Austin, TX ........................................May 23 – 25, 2007
Portland, OR ......................................June 25 – 27, 2007
Indianapolis, IN ...................................July 23 – 25, 2007
Providence, RI ...................................August 20 – 22, 2007

Sponsored Project Administration: Level II
Critical Issues in Research Administration
Atlanta, GA ........................................March 26 – 28, 2007
Portland, OR ......................................June 25 – 27, 2007
Providence, RI ...................................August 20 – 22, 2007

Financial Research Administration (FRA) VIII
Gaylord Texan Resort, Grapevine (Dallas), TX ..................................April 1 – 3, 2007

2007 Regional Meetings
Region I (New England), Providence, RI ..................................................May 6 – 9, 2007
Region II (Mid-Atlantic), Rochester, NY ..................................................May 5 – 8, 2007
Region III (Southeastern) & Region IV (Mid-America),
Nashville, TN ..................................................May 13 – 16, 2007
Region V (Southwestern), Arlington, TX ..................................................April 29 – May 2, 2007
Region VI (Western)/Region VII (Rocky Mountain),
Park City, UT ..................................................April 22 – 25, 2007

NCURA Annual Meetings 2007 and 2008

NEWSLETTER DEADLINES:
April/May 2007 Issue
Submission of Articles: March 16, 2007
Space Reservation for Ads: March 16, 2007
Submission of Display Ads: March 23, 2007

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The theme for the 49th Annual Meeting is “Unity through Diversity”, celebrating the unity of NCURA as a professional association through the breadth and depth of the many institutions represented by NCURA’s membership, as well as the broad range of interests and professional dedication of all NCURA members. I would like to thank John Carfora of Boston College for the inspiration for this year’s theme.

The 49th Annual Program Committee is composed of an exceptional group of individuals. Chris Hansen, University of California-Irvine and Dick Seligman, California Institute of Technology, are the co-chairs. They are joined by Tommy Coggins, University of South Carolina; Ed Herran, Memorial Sloan Kettering Cancer Center; Tamara Hill, University of Cincinnati; Ann Holmes, University of Maryland College Park; Christa Johnson, Southern Illinois University at Edwardsville; Dan Nordquist, Washington State University; Mike Vernick, Hogan & Hartson; Denise Wallen, University of New Mexico; Cindy White, Washington University; and, David Wright, Federal Demonstration Partnership. Betty Farbman, St. John’s University, and Marti Dunne, New York University, are this year’s workshop co-coordinators. NCURA’s Annual Meeting is a huge undertaking, but with such an experienced and talented Program Committee, I have no doubt that this year’s meeting will be one to remember.

The committee met on January 20th for its initial planning session and, by the time you read this, they will be hard at work finalizing the program. As in previous years, the concurrent sessions will be spread across several different tracks: Pre-Award, Departmental Issues, Financial/Audit, Federal, IP/Legal Issues, ERA, International, MI/PUI/SI, Medical School/HealthSciences/VA, and Post-Award/Compliance. Discussion groups will also follow along these tracks, with several discussion groups designed to complement the topic of a concurrent session by following in the next time slot. As always, there will be a robust lineup of full-day and half-day workshops.

David Mayo is the NCURA Vice President/President-elect and serves as Associate Director of Sponsored Research, California Institute of Technology.

Mark your calendars now to be in DC November 4-7, 2007 and join your colleagues for an exciting opportunity to learn, network and grow!