

Navigational Tools for Smooth Sailing in the Seas of Research Administration

Annapolis 2009

NCURA Region II: Mid-Atlantic

Delaware, Maryland, New Jersey, New York,
Pennsylvania, Washington, D.C., West Virginia

Letter from Mayor Ellen O. Moyer



Dear Friends:

Welcome to Annapolis! Whether you are visiting from Maryland, Delaware, Pennsylvania, New York, West Virginia, Washington, D.C., or New Jersey, your visit is a chance to experience history while you take part in the annual National Council of University Research Administrators conference.

For many, Annapolis is synonymous with the United States Naval Academy. However, this world famous institution isn't the oldest college in town. That distinction belongs to St. John's College, founded in 1696 as King William's School. It is the third oldest college in the United States, after Harvard and William and Mary.

A little known fact lost over time is that Annapolis, the Capital of Maryland, was the temporary capital of the United States for nine months. All U.S. government work was conducted in the Maryland State House, the oldest and continuous in-use state capitol building in the country.

General Washington also resigned his commission as commander-in-chief of the Continental Army in this building on December 23, 1783. Our State House is undergoing restoration but is open and welcoming visitors. Take time to visit as we just celebrated 300 years as a city after receiving the charter for local government from England's Queen Anne.

While you work diligently over the next three days toward advancing the field of research administration, we hope that you will find time to enjoy our lovely port city. We are nestled where the Severn River meets the Chesapeake Bay and take pride in our maritime heritage. History comes alive in downtown Annapolis as you stroll along the cobblestone streets that George Washington himself walked hundreds of years ago. Enjoy reenactments, as well as the 18th century decorations adorning the historic buildings.

There is something for everyone, and we hope you will take time to explore all the magnificent amenities Annapolis has to offer during this trip, or when you return in the near future.

Sincerely,

A handwritten signature in black ink that reads "Ellen O. Moyer".

Ellen O. Moyer
Annapolis Mayor

Letter from Program Chair

DIVISION OF RESEARCH



Dear Attendees,

On behalf of the members of the NCURA Region II Steering Committee and the Spring Meeting Program Committee, I am pleased to welcome you to Annapolis, Maryland for our annual Spring Meeting. The theme for this year's meeting is ***"Navigational Tools for Smooth Sailing in the Seas of Research Administration."***

Research administration is a constantly changing field. The Committee has assembled a strong program filled with relevant workshops and sessions selected to address the needs of research administrators with a wide range of experience. The speakers and panelists have a wealth of information and are willing to share this with you. Please feel free to share your knowledge with others as well. We hope that this exchange of information will provide you with the tools necessary to navigate your way through the waves of regulations that threaten to drown administrators and allow you to prosper in today's ever changing environment.

To complement the program we have organized several social activities so you can relax and get to know your fellow NCURA members. We encourage you to participate in the social activities and breakfast discussion groups to network and gain insights from others.

We hope you enjoy the meeting and have a chance to visit some of the many sites that Annapolis has to offer.

Finally, thank you to all for attending and making the meeting a success.

Sincerely,

Gregory C. Slack, Ph.D
2009 Region II Spring Meeting Program Chair



Schedule at a Glance

SUNDAY

Registration (12:00 noon-5:00 p.m.)	
Workshops (1:00 p.m.-4:00 p.m.)	
W1: Subrecipient Monitoring: What Do Federal Regulations Really Require?	1
W2: A Staid and Humorless Review of the Federal Acquisition Regulation (FAR)	1
W3: Core Competencies: Budgeting: The Basics and Beyond	1
W4: OMB Circular Overview (A-21, A-110, and A-133)	1
Welcome Reception (5:30 p.m.-7:30 p.m.), with the Jazzapella East Acappella Jazz Singers	1
Ghost "Pub Crawl" Walking Tour (8:00 p.m.-10:00 p.m.)	2
Hospitality Suite Open: Windjammer Room (8:00 p.m.-11:00 p.m.)	2

MONDAY

Registration (7:30 a.m.-5:00 p.m.)	
Continental Breakfast (7:30 a.m.-8:45 a.m.)	
Welcome: Region II Program Chair Gregory C. Slack; Denise Clark, NCURA National President; and Plenary Guest Speaker, Hon. Jacques S. Gansler (9:00 a.m.-10:30 a.m.)	2
Concurrent Sessions (10:45 a.m.-12:00 noon)	
Export Controls: What To Have and Not Have in the Contract Terms	3
ABCs of Proposal Processing	3
Intellectual Property Primer & Contractual Issues	3
National Institutes of Health Update	4
Luncheon, with Region II Business Meeting; Presentation of Region II Distinguished Service Awards; and Panel: ARRA Funding: How Are We Going To Manage? (12:00 noon-1:30 p.m.)	4
Concurrent Sessions (1:45 p.m.-3:00 p.m.)	
e-What? Life Was So Much Simpler with a Pencil: Growing Pains of eRA	4
Research Funding for International Collaborations	4

Conflict of Interest: Trials and Tribulations	5
National Science Foundation Update	5
Concurrent Sessions (3:15 p.m.-4:30 p.m.)	
Managing Payroll and Effort: Challenges, Rules, & Tools	5
Dishonest Negotiations: How They Can Work for You	5
Navigating Toward Transformation: Creating a Grants Culture at Non-Research Intensive Institutions	6
Institutional Infrastructure for International Research	6
Dinner Event: Buddy's Crabs and Ribs, with Seamus Kennedy, Irish Singer, Instrumentalist, and Humorist (5:30 p.m.-8:30 p.m.)	6
Hospitality Suite Open: Windjammer Room (8:00 p.m.-11:00 p.m.)	6

TUESDAY

Registration (7:30 a.m.-10:00 a.m.)	
Breakfast and Discussion Groups (7:45 a.m.-9:00 a.m.)	7-8
Concurrent Sessions (9:15 a.m.-10:30 a.m.)	
Subcontract: It's Not a Four-letter Word!	8
Surviving an OIG Audit: Effort Reporting	8
The Human Subject Review Process: A Guide for Research Administrators	8
Motivating Faculty To Apply for Research & Other Grants at a PUI	8
Concurrent Sessions (10:45 a.m.- 12:00 p.m.)	
Building the Office of Sponsored Research at a Non-Research Intensive University	9
Saving Troubled Contracts: A Bridge Too "FAR"?	9
Clinical Research Coordination: It's Not Just Patient Care	9
Council on Governmental Relations (COGR) Update	9
ADJOURN (12:00 noon)	

Program

Sunday, April 26

Registration

12:00 noon – 5:00 p.m.

Workshops

1:00 p.m. – 4:00 p.m.

W1: Subrecipient Monitoring: What Do Federal Regulations Really Require?

Workshop Faculty: Pamela B. Whitlock, Director, Office of Sponsored Programs, University of North Carolina at Wilmington.

Description: Subcontracts are on everyone's mind these days as collaborative relationships continue to grow and research becomes more interdisciplinary, inter-institutional, and international. Whether you are new to this arena or are re-assessing what your institution currently does (or doesn't) do, join us. We will review the federal regulations governing subawards to guide us on such topics as subaward risk assessment; when to select a fixed-price subaward versus a cost-reimbursement mechanism; compliance approvals on subawards; subaward monitoring responsibilities including payment of invoices, progress assessments, and closeout. An overview of how subawards are handled in A-133 audits will also be covered. Finally, we will take a look at some special circumstances in subaward management, including non-performance on subawards and managing high-risk subrecipients.

W2: A Staid and Humorless Review of the Federal Acquisition Regulation (FAR)

Workshop Faculty: John Hanold, Senior Associate Director, Office of Sponsored Programs, Pennsylvania State University; Jacquelyn Raiser, Associate Director, Office of Sponsored Programs, Pennsylvania State University.

Description: This workshop will begin with a brief overview of how the Federal Acquisition Regulation (FAR) works. The primary focus of the workshop will be on the key clauses that university negotiators cope with time and again. Clauses covered will include property, patent rights, data rights, disclosure of information, cost and payment, simplified acquisitions, and several others. Strategies will be discussed for removing clauses unfavorable to universities and replacing such clauses with more appropriate alternatives. Opportunities for sharing resources among universities also will be discussed.

W3: Core Competencies: Budgeting: The Basics and Beyond

Workshop Faculty: Denise Clark, Assistant Vice President, Office of Research Administration and Advancement, University of Maryland-College Park; Ann Holmes, Assistant Dean, College of Behavioral and Social Sciences, University of Maryland-College Park; Brian Squilla, Administrative and Financial Officer, University of Pennsylvania.

Description: Building a realistic budget is the cornerstone of strong fiscal management of sponsored projects. It is imperative to have an understanding of the sponsors' regulations and requirements and to understand the implications the budget has on managing the award for years to come. This workshop will explore the fundamentals of developing a sound budget and writing a strong budget justification. In addition, we will explore the re-budgeting process, sponsor expectations, and the fiscal responsibilities of managing sponsored awards.

W4: OMB Circular Overview (A-21, A-110, and A-133)

Workshop Faculty: Antoinette Lawson, Associate Director, Office of Research Administration and Advancement, University of Maryland-College Park; Helena Moynahan, Manager, Office of Contract and Grant Accounting, University of Maryland-College Park.

Description: The Office of Management and Budget Circulars are the foundation of the rules and regulations governing federal sponsored awards. In fact, many policies at our institutions are developed using the circulars as guidelines. It is therefore essential that we have a least a basic understanding of these regulations to ensure compliance and provide good stewardship of federal funds.

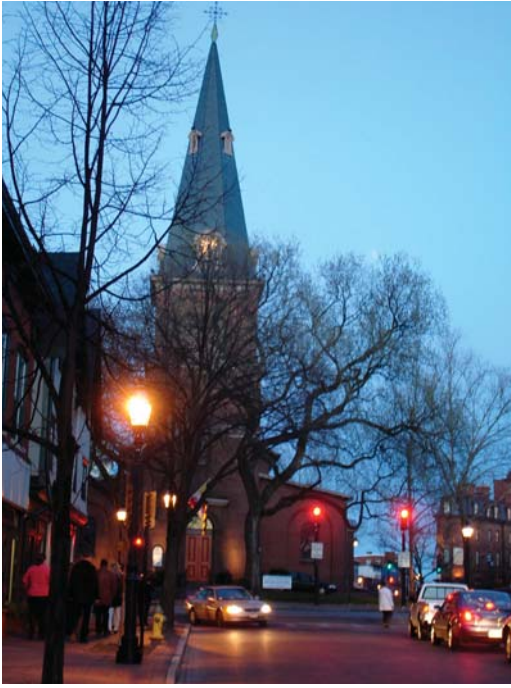
This workshop will highlight the most important aspects of Circulars A-21, A-110, and A-133. Included in the discussion will be allowable and unallowable costs, an overview of how the facilities and administrative rate is calculated, basic administrative requirements for managing federal funds, and audit responsibilities of institutions that receive federal funds.

Welcome Reception

5:30 p.m. – 7:30 p.m.

Jazzapella East—Singing acappella jazz renditions from the 30s and 40s to the 80s, this quartet sparkles with tuneful harmonies from beloved popular American hits. Heather Scheeler, soprano; John Scheeler, tenor; Mickey Mullaney, alto; Randy Goldberg, bass.

Monday, April 27



♦ Annapolis at Dusk

Optional Event: Ghost “Pub Crawl” Walking Tour

8:00 p.m. – 10:00 p.m.

Want to see more of Annapolis at night? Try this optional Ghost “Pub Crawl” Walking Tour. The term “pub crawl” originated in England where, much like downtown Annapolis, small pubs and taverns are within walking distance of one another. Groups of people could go from one tavern to the next, stopping for one drink at each establishment. Come and experience the “spirited” night life of Annapolis! (Additional Charge)

Open: Hospitality Suite (Windjammer Room)

8:00 p.m. – 11:00 p.m.

Come join us. Sit down, have a drink, and enjoy some munchies. Meet new colleagues. Catch up with old ones.

Silent Auction!

Join us in the hospitality suite for a silent auction benefiting the American Cancer Society. Our members have donated many items that you will want to bid on, including gift baskets, handmade items, and “school items.” This is a chance to join the fight against cancer while enjoying quality time with your fellow Region II members and getting great bargains on some one-of-a-kind items.

Registration

7:30 a.m. – 5:00 p.m.

Continental Breakfast

7:30 a.m. – 8:45 a.m.

Welcome and Plenary Session

9:00 a.m. – 10:30 a.m.

Welcome: Gregory C. Slack, Region II Program Chair

National Update and Introduction of Plenary

Speaker: Denise Clark, NCURA National President

Plenary Session: Hon. Jacques S. Gansler, PhD, Professor and Roger C. Lipitz Chair in Public Policy and Private Enterprise and Director, Center for Public Policy and Private Enterprise.

The Honorable Jacques S. Gansler is a Professor and holds the Roger C. Lipitz Chair in Public Policy and Private Enterprise in the School of Public Policy, and is the Director of both the Center for Public Policy and Private Enterprise and the Sloan Biotechnology Industry Center. Additionally, he is the Glenn L. Martin Institute Fellow of Engineering at the A. James Clarke School of Engineering, an Affiliate Faculty member at the Robert H. Smith School of Business, and a Senior Fellow at the James MacGregor Burns Academy of Leadership (all at the University of Maryland). He also served as Interim Dean of the School of Public Policy from 2003 to 2004, and as the Vice President for Research for the University of Maryland from 2004-2006.

He is a Member of the National Academy of Engineering and a Fellow of the National Academy of Public Administration. He currently is chairing three National Academy Committees (one on the “Small Business Innovation Research Program”; one on “Science and Security”; and one on “Special Forces”). Gansler recently served as the Chair of the Secretary of the Army’s “Commission on Contracting and Program Management for Army Expeditionary Forces.” He is also the National Academy of Engineering’s representative on the Academies’ Standing Committee on Science, Engineering, and Public Policy; and he currently chairs a Defense Science Board Task Force on the 21st Century Defense Industry.

Previously, Dr. Gansler served as the Under Secretary of Defense for Acquisition, Technology, and Logistics from November 1997 until January 2001. In this position, he was responsible for all matters relating to Department of Defense acquisition, research and development, logistics, acquisition reform, advanced technology, international programs, environmental se-

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curity, nuclear, chemical, and biological programs, and the defense technology and industrial base. (He had an annual budget of over \$180 Billion, and a workforce of over 300,000.)

Prior to this appointment, Dr. Gansler was Executive Vice President and Corporate Director for TASC, Incorporated, an applied information technology company, in Arlington, Virginia (from 1977 to 1997) during which time he played a major role in building the company from a small operation into a large, widely-recognized and greatly-respected corporation, serving both the government and the private sector. From 1972 to 1977, he served in the government as Deputy Assistant Secretary of Defense (Materiel Acquisition), responsible for all defense procurements and the defense industry; and as Assistant Director of Defense Research and Engineering (Electronics) responsible for all defense electronics Research and Development.

His prior industrial experience included Vice President (Business Development), I.T.T. (1970-1972); Program Management, Director of Advanced Programs, and Director of International Marketing, Singer Corporation (1962-1970); and Engineering Management, Raytheon Corporation (1956-1962). Dr. Gansler serves (and has served) on numerous Corporation Boards of Directors, and governmental special committees and advisory boards. He has been Vice Chairman, Defense Science Board, and member for 10 years; Chairman, Board of Visitors, Defense Acquisition University; Director, Procurement Round Table; Chairman, Industry Advisory Board, University of Virginia, School of Engineering; Chairman, Board of Visitors, University of Maryland, School of Public Policy; member of the FAA Blue Ribbon Panel on Acquisition Reform; member of the Federal Emergency Management Agency (FEMA) Advisory Board (10 years); and senior consultant to the "Packard Commission" on Defense Acquisition Reform.

Additionally, from 1984 to 1997, Dr. Gansler was a Visiting Scholar at the Kennedy School of Government, Harvard University where he was a frequent guest lecturer in Executive Management courses. He is the author of three books, a contributing author of 25 other books, author of over 100 papers, and a frequent speaker and Congressional witness.

Dr. Gansler holds a BE in Electrical Engineering from Yale University, a MS in Electrical Engineering from Northeastern University, a MA in Political Economy from the New School for Social Research, and a PhD in Economics from American University.

Break

10:30 a.m. – 10:45 a.m.

Concurrent Sessions

10:45 a.m. – 12:00 noon

Export Controls: What To Have and Not Have in the Contract Terms

Erica Kropp, Director, Research Administration and vancement, University of Maryland Center for Environmental Science; Jeff Richardson, Contracts Administrator, Office of Research Administration and Advancement, University of Maryland; Joanne Kyriacopoulos, Contracts Officer, Office of Sponsored Programs, Carnegie Mellon University.

Description: Like it or not, export controls and sanction programs can have quite an impact on the research community. The effects of export controls are far reaching, and being aware of how this can directly affect your university is crucial. Although a complex legal area, this session will provide you with a basic understanding of the scope and purpose of export control laws, an understanding of key exclusions and a list of red flag items that signal the existence of a potential export control issue. Your speakers are those who have been designated as the primary campus contacts for export compliance issues and work with everything from individual contractual issues that may affect the fundamental research exclusion to campus awareness presentations. They will share with you how they are dealing with some of these challenges we face.

ABCs of Proposal Processing

Amanda Snyder, Manager, Contracts & Grants, University of Maryland-Baltimore (Moderator); Dennis Paffrath, Executive Director, Research Administration, University of Maryland-Baltimore.

Description: Everything the new grant administrator wanted to know about proposals but was afraid to find out! This primer session will cover the various sections of a typical grant proposal and give lots of useful tips on what to do as well as what to avoid. The participants will be introduced to what is contained within a proposal and will obtain an understanding of those components.

Intellectual Property Primer and Contractual Issues

George McGuire, Chairman, Intellectual Property Practice Group, Bond, Schoeneck & King, PLLC;

Jill A. Frankenfield, Contract Negotiator, Industrial Agreements, Office of Technology Commercialization, Rutgers-The State University of New Jersey.

Description: What is Intellectual Property (IP) and why is it important to know the contractual issues that surround the ownership and management of IP? This session will offer a hands-on look at all things IP. We will discuss the various forms of IP, the Bayh Dole Act and how it impacts IP, the managing of background IP, and different IP clauses that may appear in contracts. This session will also include case studies that will allow for audience participation in order to apply the information learned to real situations.

National Institutes of Health (NIH) Update

Anne Albinak (Moderator), Administrative Director, Johns Hopkins University, Institute for Computational Medicine; Pam Gilden, Office of the Director, Division of Grants Policy, National Institutes of Health.

Description: An update of what is new (like the stimulus funds!) and on the horizon in the National Institutes of Health. Look for a review of future budget projections, new and emerging programs and policies, proposal submission and award management, and other up-to-the minute news.

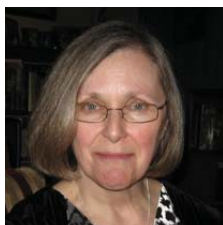
Luncheon

12:00 p.m. – 1:30 p.m.

Region II Business Meeting, Acknowledgement of Region II Program Chair Gregory C. Slack, and Presentation of Region II Distinguished Service Awards by Alexandra McKeown, Region II Chair.

Panel Discussion on American Recovery and Reinvestment Act (ARRA) Funding—How Are We Going to Manage? Alexandra McKeown, Region II Chair (Moderator); John Hanold, Senior Associate Director, Office of Sponsored Programs, Pennsylvania State University; Dennis Paffrath, Executive Director, Research Administration, University of Maryland-Baltimore; Pam Gilden, Director, Office of Policy for External Research Administration, National Institutes of Health; Anne Doyle, Clearance Coordinator, Policy Office, Division of Institution and Award Support, National Science Foundation.

Distinguished Service Award Recipients



Cheryl K. Williams, U/Rochester



Marjorie Forster, U/MD Baltimore

Concurrent Sessions

1:45 p.m. – 3:00 p.m.

e-What? Life Was So Much Simpler with a Pencil: Growing Pains of eRA

Anita Mills, Associate Director, Office of Sponsored Programs, New York University; Joseph Hayes, Associate Director, Office of Sponsored Programs, New York University; Denise Moody, Assistant Director of Grants & Contracts, Princeton University; Leerin Shields, Manager, Grants & Contracts, University of Maryland-Baltimore.

Description: We have all heard the sales pitches promising that an electronic research administration system will make your work organized, fast, and easy with the touch of a few buttons. But rarely do you hear from people who get their lives turned upside down as a result of the implementation of that system. In this session, NYU administrators will share the truth about how their institution is coping and rolling with the implementation of an eRA system. We hope that we can help others gain a realistic view of the time, money, energy, frustration, and patience needed to survive implementation and eventually reap those benefits of eRA.

Research Funding for International Collaborations

Pamela Wheat (Moderator), Research Program Development Officer, Lehigh University; Marion Mueller, PhD, Deutsche Forschungsgemeinschaft/German Research Foundation, Leiterin des Nordamerika Buros/ Director North America Office; Ruth Lee, Director, Research Councils UK Office in the US; David Moorman, PhD, Senior Policy Advisor, Partnership Branch, Social Sciences and Humanities Research Council of Canada; Dr. James Herrington, Director, Division of International Relations, Fogarty International Center, National Institutes of Health; Jennifer Slimowitz Pearl, PhD, Office of International Science and Engineering, US National Science Foundation; Brett Boble, Chief Information Officer and Director, Office of Digital Humanities, National Endowment for the Humanities.

Description: Almost everyone would agree that international research and scientific cooperation ultimately advance mankind and further the common good. Yet, actually making it happen can be especially difficult. Typically, scientific grants are managed by a single institution, but if your collaborator is at a different institution in another country, simply identifying a funding program, working through the logistics of proposal submission, and then managing the grant can be so prohibitive that the average PI and research administrator find the process just too difficult to navigate. Join panelists from Deutsche Forschungsgemeinschaft (DFG),

Program

Research Council UK Office in the US, and the Social Sciences and Humanities Research Council in Canada along with representatives from partnering agencies in the US including NSF, NIH, and NEH, as they discuss some of the recent developments in collaborative research funding and new programs to foster international research. Share your successes and major hurdles with the panel and find out more about ways to work through and around some of the common obstacles and concerns. *Note: This session will not end until 4:45 p.m.*

Conflict of Interest: Trials and Tribulations

Julie Gottlieb, Assistant Dean, Policy Coordinator, School of Medicine, Johns Hopkins University; Juliane Blyth, Director, Outside Interests Office of Policy Coordination, Johns Hopkins School of Medicine.

Description: Conflicts of interest (COI) in research are a growing concern for universities and their research administration offices. National newspapers now frequently cover COI-related issues in their front sections, the NIH is proposing broad revisions to its current COI regulations, and U.S. Senator Grassley is broadening his investigations of medical researchers' financial ties to industry. This is, in other words, not a good time to sideline COI issues. Identifying and managing conflicts of interest in research is, however, not an easy task, and, in many cases, requires a fine balance between enabling critical research projects to go forward and protecting the integrity of research data and the safety of human research subjects. What are key elements of a good COI review? Can all conflicts be managed? What are the major problems a COI office faces? These and other questions will be discussed during this session.

National Science Foundation (NSF) Update

Mary Louise Healy (Moderator), Assistant Vice President, Towson University; Anne Doyle, Grant and Contract Policy Analyst, Division of Institution and Award Support, National Science Foundation.

Description: Learn about new developments at NSF—programs, policies, people, and budgets. This session will be a comprehensive review of what is new and developing at the National Science Foundation. It will enable you to identify policy changes affecting your institution and identify new programs of interest to your researchers.

Break

3:00 p.m. – 3:15 p.m.

Concurrent Sessions

3:15 p.m. – 4:30 p.m.

Managing Payroll and Effort: Challenges, Rules, and Tools

Erica Kropp (Moderator), Director, Research Administration and Advancement, University of Maryland Center for Environmental Science; Lynn Kingsley, Director of Cost Analysis and Studies, University of Maryland-Baltimore; Teresa Moore, Director of Departmental Operations, Department of Electrical and Computer Engineering, A. James Clark School of Engineering, University of Maryland; Anne Albinak, Administrative Director, Institute for Computational Medicine, Johns Hopkins University; Kristen Little, Director of Departmental Operations, Department of Electrical & Computer Engineering, A. James Clark School of Engineering, University of Maryland-College Park.

Description: Sometimes one may feel like a juggler with too many balls in the air in the day-to-day world of managing many projects at one time while keeping compliant with payroll changes, cost sharing, and effort reporting. Just how often do you change folks on payroll and how do you keep track? How precise do you have to be—any flexibility provided in OMB Circulars? The speakers for this workshop will provide background on federal requirements, discuss common situations, and share information on systems they have in place for managing payroll-related challenges in post-award administration.

Dishonest Negotiations: How They Can Work For You

John Hanold, Senior Associate Director, Office of Sponsored Programs, Pennsylvania State University.

Description: All university personnel should conduct themselves in an honest and professional way when negotiating with external sponsors. Unfortunately, many of us have dealt with representatives of other organizations who use various manipulative tactics to try to increase their chances of “winning” the negotiation. During this session we will review some of these techniques and discuss the extent to which it is and isn't appropriate to co-opt them. This session is not intended to make you a sleazier negotiator; on the contrary, it is intended to make you aware of the games that are

sometimes played in the hope that you can play the game yourself *without* compromising your principles.

Navigating Toward Transformation: Creating a Grants Culture at Non-Research Intensive Institutions.

W. Walker Pheil (Moderator), Assistant Director, Office of Sponsored Programs, Georgetown University; Mary Louise Healy, Assistant Vice President for Research Services, Towson University; Gil Harootunian, Director, Office of Academic & Government Grants, McDaniel College.

This presentation is geared toward helping grant administrators at non-research intensive institutions develop a vibrant grants culture. We will discuss how the stakeholders at PUIs need to engage in activities that are distinct to the mission of their institutions, focusing on three key elements: (1) identification and matching of the talent pool and institutional resources to opportunities; (2) encouraging faculty to engage in work that is not required of them but has benefits to themselves, their institution, and their community; and (3) barriers to success. As we go, we will present actual tools that facilitate change. Most of these tools are public relations tools because they create, then manage, a steady flow of information between a grants office and all other stakeholders at the institution. We will discuss the sample newsletters, listservs, establishing a grants committee, social tactics, and so on.

Institutional Infrastructure for International Research

Amanda Snyder (Moderator), Manager, Contracts and Grants, University of Maryland-Baltimore; Marjorie Forster, Assistant Vice President, Research Policy, University of Maryland-Baltimore.

Description: Collaboration with foreign entities and work undertaken by universities in foreign sites continues to increase and present research administrators with new, different, and ever increasing challenges. This session is designed to outline questions to ask prior to proposal development and submission, and will cover financial, administrative, and compliance considerations for international collaborations and conducting operations overseas. The areas to be covered include contracting; foreign affiliate organizations; advance payments; cash handling; hiring and paying local labor; foreign bank accounts; budgeting; and foreign payments. Tips on program oversight, safety and security, visas, and insurance will be presented.

Dinner Event—Buddy's Crabs and Ribs

5:30 p.m. – 8:30 p.m.

Join us for a buffet of snow crab legs as well as other seafood, chicken, and pasta dishes (at least one of which will be vegetarian), plus dessert and drinks. Buddy's dockside seating offers the best restaurant view of Annapolis. The Irish singer, instrumentalist, and humorist Seamus Kennedy will entertain one and all.



Dinner Entertainment!

Seamus Kennedy: Irish Singer, Instrumentalist, and Humorist

Come listen and laugh as you enjoy the good food at Buddy's Crabs & Ribs

Open: Hospitality Suite (Windjammer Room)

8:00 p.m. – 11:00 p.m.

Need a place to sit down? Relax? Network? Come to the hospitality suite, enjoy a cold drink and some munchies, and talk with newly met colleagues. Don't miss your last chance to bid on all the great bargains in the "Silent Auction" basket. Proceeds will be donated to the American Cancer Society.



NCURA's 50th Year!

The National Council of University Research Administrators has been the premier professional association for university research administrators since its founding in 1958.

Want to volunteer?

Want to be a part of NCURA's future growth and development? Check out the opportunities on the Region II website: <http://ncuraregionii.org>, or send us an email: info@ncuraregionii.org.

Tuesday, April 28

Registration

7:30 a.m. – 10:00 a.m.

Breakfast and Discussion Groups: Bring Your Ideas, Questions, Concerns, and Best Practices.

7:45 a.m. – 9:00 a.m.

- **Table 1: Going Green (Slowly): Creating the Paperless Office.** *Discussion Group Leader: Pamela S. Caudill, Associate Vice President and Associate Vice Provost, Research Services, University of Pennsylvania.* Description: If the office is going paperless, why has paper consumption doubled? Join this discussion to learn about the pitfalls and pratfalls of implementing a document imaging system, electronic workflow for award set-up, and electronic proposal routing and approval system. Despite the stumbles, there have been successes along the way as well.
- **Table 2: Post-Award Issues: Sharing Stories and Solutions.** *Discussion Group Leader: Helena Moynahan, Manager, Contract and Grant Accounting, University of Maryland-College Park.* Description: This session will discuss managing sponsored projects from a post-award perspective. Topics under discussion may include managing overspending, timelines of financial reports, closeout, collections, effort reporting, and allowable costs.
- **Table 3: A Proactive Approach to Heading off Bad Debt in a Slowing Economy.** *Discussion Group Leader: Lynn P. Mitchell, Negotiator, Office of Sponsored Programs, Pennsylvania State University.* Description: As research institutions look for alternate funding sources with federal and state resources drying up, many institutions are competing for industrial dollars which take on a certain element of risk during an economic downturn. The discussion will center on efforts that can be taken to collect bad debt, reports generated to watch for slow payment before this becomes bad debt, and terms and conditions placed in agreements to ensure the institution gets some payments up front.
- **Table 4: Providing Good Customer Service to Our Faculty: Tools and Tips.** *Discussion Group Leaders: Antoinette Lawson, Associate Director, Office of Research Administration and Advancement, University of Maryland-College Park; Danielle Woodman, Director, Academic Grants, Daemen College.* Description: As fel-
- low research administrator Robert A. Killoren, Jr. said, "Research administration is all about service—service to our faculty, to our academic units, to the institution, and to our sponsors." Many research administrators feel pulled in different and sometimes contradictory directions as we strive to assist faculty. We want to encourage faculty innovation and initiative, but we must also be conscientious of federal regulations, institutional compliance, and of course, deadlines. We will talk about tools and tips for working with a range of faculty in the face of wearing many hats.
- **Table 5: Career Paths in Research Administration.** *Discussion Group Leader: Gregory C. Slack, Director of Research and Technology Transfer, Clarkson University.* Description: Come to breakfast and discuss how you became a research administrator and where you would like to go with your career. This breakfast discussion is for new and experienced administrators from all backgrounds. We are looking for advice from those with experience and some entertaining stories about how you landed in this unique field of work.
- **Table 6: Departmental Administrators Discussion.** *Discussion Group Leader: Anne Albinak, Administrative Director, Institute for Computational Medicine, Johns Hopkins University.* Description: Topics of discussion for the group include the challenges we face when juggling grants and contracts administration with budgets, human resources management, and everything else on our plates; ensuring that our departments are following regulations when we're not in the labs; serving as a front line negotiator for obtaining F&A recovery; convincing your faculty to fill out their effort forms; and many other scintillating areas.
- **Table 7: NCURA's Leadership Development Institute: What Is It?** *Discussion Group Leader: Holly Benze, Associate Director, Research Projects Administration, Johns Hopkins University.* Description: Join our discussion to find out about participation in NCURA's LDI program. Is it for you? If so, how do you participate, what are the benefits, and how do you show the value added to your institution? Get input from LDI alumni at this discussion session.
- **Table 8: Irreconcilable Differences? Time Management and Research Administration.** *Discussion Group Leader: Amanda Snyder, Manager, Contracts and Grants, University of Maryland-Baltimore.* Description: How can we get it all done? Is it even possible? The cur-

rent economy isn't going to make our staff grow larger. This session will discuss strategies for streamlining processes, prioritizing, maximizing work load allocation, and dealing with stress and burnout.

• **Table 9: Communication Strategies from the Introvert and Extrovert Perspectives.**

Discussion Group Leaders: Anita Mills, Associate Director for Research Administration, Training and Institutional Liaison, New York University; Joe Hayes, Assistant Director for Research Administration, New York University.
Description: This group will discuss some of the differences in the way introverts and extroverts approach communication. The group will be encouraged to share ideas and struggles with communication.

- **Table 10: NIH Public Access Policy.** *Discussion Group Leader: Cheryl K. Williams, Assistant Director, Office of Research and Project Administration, University of Rochester.* Description: The NIH Public Access Policy requires scientists to submit final peer-reviewed journal manuscripts that arise from NIH funds to the digital archive PubMed Central. How do we encourage our faculty to comply? Are our faculty even aware of this new policy? How is your institution dealing with this NIH policy? We'll discuss details of the policy and strategies to increase awareness and compliance.

Concurrent Sessions

9:15 a.m. – 10:30 a.m.

Subcontract: It's Not a Four-letter Word!

Leerin Shields, Manager, Contracts and Grants, University of Maryland-Baltimore; Jeanne Galvin-Clarke, Manager, Contracts and Internal Training, University of Maryland-Baltimore.

Description: Just the fact that the terms subcontract, subgrant, consortium agreement, subaward, and subrecipient agreement all mean the same thing can leave you thinking subcontract should be four letters. This session is designed to help the beginning research administrator understand the ins and outs of subawards. Topics will include defining what a subaward is; handling subawards in proposals; examining the roles of both the campus administrators and central administrators in the successful administration of subawards; applicable regulatory issues; subaward issuance and determining appropriate contractual format and terms; and managing post-award changes and close-out. If the mere mention of flow-down leads you to break down, join us and cut down on your ibuprofen consumption!

Surviving an OIG Audit: Effort Reporting

Cheryl K. Williams (Moderator), Assistant Director, Office of Research and Project Administration, University of Rochester; Tracey Fraser, Associate Controller, California Institute of Technology; David Kennedy, Director, Costing Policy, Council on Governmental Relations (COGR).

Description: The National Science Foundation (NSF) Office of Inspector General (OIG) has put the research community on notice that effort reporting policies and procedures at 30 universities will be subject to audit. To date, seven audits have been completed and are available at the NSF OIG web site. This session will discuss one institution's audit experience, both in terms of how to prepare for the audit and then survive the process. In addition we will discuss the overall results emerging from the NSF audit reports published to date and the potential impact of these results on effort reporting policies and procedures in the future.

The Human Subject Review Process: A Guide for Research Administrators

Erin Bailey, Buffalo Center for Social Research, University at Buffalo; Christian P. Marks, Social and Behavioral Science IRB Administrator, University at Buffalo.

Description: For many research administrators, human subject review is a perplexing portion of the grant approval process. Confusion occurs because much of the information about the review process is possessed by specialists working directly for the Institutional Review Boards (IRBs) who review human subjects applications. Most research administrators have only infrequent experience with these procedures. Although research administrators are not directly responsible for the IRB process, they often work with IRBs to obtain approval for projects before sponsored projects administration offices can process awards. A better understanding of the human subjects review process will allow research administrators to gain the ability to facilitate this process while also better protecting the rights and welfare of research participants. The presentation will present a summary of the key aspects of human subjects research review so that research administrators can better understand the process and more efficiently interact with IRBs.

Motivating Faculty to Apply for Research and Other Grants at a PUI

Jared Littman, Director, Office of Grants and Sponsored Research, St. John's University; Martin Williams, Director of Sponsored Programs, William Paterson University.

Description: The challenge of finding effective ways to motivate faculty at Predominantly Undergraduate Institutions to seek external support for their research or other programmatic activities is a never-ending challenge. After teaching 3 or 4 classes a week, student advisement, and committee assignments, there is little enough opportunity to conduct research or current project activities, write, sleep, or pick up the kids. So when and why would they take on additional work? Come and learn some fishing techniques that have proven successful at two institutions, share some of your own, and consider new possibilities.

Break

10:30 a.m. – 10:45 a.m.

Concurrent Sessions

10:45 – 12:00 p.m.

Building the Office of Sponsored Research at a Non-Research Intensive University

Magui Cardona, Director, Office of Sponsored Research, University of Baltimore; Danielle Woodman, Director, Academic Grants, Daemen College.

Are you an administrator at a small, non-research intensive university? Have you been considering how you might engage more faculty in pursuing grants? We will be sharing our experiences on this topic with two case studies: The University of Baltimore, an urban upper division and graduate comprehensive institution in Maryland, and Daemen College, a small liberal arts college in Amherst, NY. We will focus on methods for successfully engaging faculty in pursuing grants; strategies for balancing competing priorities; common administrative and compliance issues; and tools for assessing and measuring progress.

Saving Troubled Contracts: A Bridge Too “FAR”?

Monique Anderson, Contract Manager, University of Maryland-College Park; Barbara O’Malley, Contracts Manager, Office of Research Administration and Advancement, University of Maryland-College Park.

Description: Your sponsor is losing patience with negotiations over key terms of the contract and is getting ready to “walk away.” *What do you do now?* The emphasis of this session will be presenting real life case studies and strategies for attempting to rescue “at risk” contracts. Discussions will cover the similarities and differences related to resolving “deal-breakers” with federal, commercial, and other non-profit sponsors and include sample resources and approaches which are most appropriate to each. Issues to be discussed include, When and how does a faculty member or higher level administrator need to be brought into the picture? How do your own institutional policies and

procedures support or frustrate the process? When should you “walk away”? Can you save the “relationship” with a sponsor even if you lose the contract? What were the red flags that there would be trouble? What lessons can be learned from a successful or failed negotiation and how might these be transferred to other staff to improve future outcomes?

Clinical Research Coordination: It’s Not Just Patient Care

Cheryl K. Williams (Moderator), Assistant Director, Office of Research and Project Administration, University of Rochester; Joan K. Bardsley, Assistant Vice-President for Scientific Affairs Administration, MedStar Research Institute; Claudia Z. Mattil, Administrative Director, MedStar Clinical Research Center, MedStar Research Institute.

Description: This session will review a comprehensive education and development program used to support clinical research coordinators (CRCs) and other personnel in a large health system where research is performed at multiple sites. The faculty will address the multifaceted role of research personnel in the administration of clinical trials. Tools utilized for tracking study progress, assessing costs and feasibility of studies, and the components of preceptor program will be used to illustrate the concepts discussed. At the end of this program, the participant will be able to identify the components of a comprehensive clinical research personnel education program, list the competencies that are critical to the ethical, truthful, and fiscally viable conducting of research, and describe a method for assessing the feasibility and actual cost of performing a research study.

Council on Governmental Relations (COGR) Update

Robert Hardy, Director of Contracts and Intellectual Property Management, Council on Governmental Relations; David Kennedy, Director, Costing Policy, Council on Governmental Relations.

Description: COGR is an association of more than 170 U.S. research universities and their affiliated academic medical centers and research institutes, concerned with the influence of federal regulations, policies, and practices on the performance of research and other sponsored activities conducted at its member institutions. COGR staff will present a Washington update, discussing the significant research policy and regulatory issues currently facing the research community.

Adjourn

12:00 noon

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2010

See you in Charleston, West Virginia!



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