NEW TRAINING INITIATIVE AT THE OFFICE FOR SPONSORED RESEARCH

As the Senior Training Specialist on OSR Info Team I am chiefly responsible for building a cohesive environment that provides a singular, centralized location for Northwestern University Sponsored Research training resources. This program will not be replacing similar efforts or presentations that presently occur across both campuses, however, the program will be complementing the additional training efforts as we continue navigating through the vast Sponsored Research Forest.

To give you some background, on a much larger level, Northwestern community will be rolling out a new learning management system called Saba that will begin to appear in some circles as early as August 2015. But OSR will not be fully implementing Saba as a training mechanism until mid-to late 2016. In the interim, in order to achieve the success that Saba is built to generate, I am partnering with the Training Advisory Committee (which is comprised of representatives from both Evanston and Chicago OSR and departmental units), to help me develop a centralized curriculum and sponsored research training content that will appear on the OSR website and eventually, in the Saba Learning Management system.

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I kicked off a Training Initiative Project, where I, with the partnership of the Training Advisory Committee, will build NU’s first-ever Cross Campus Sponsored Research Training Program. This project will assist in the transition to Saba as a major focus is not only to enhance and strengthen relationships amongst OSR, Departments and PI's but the project will also build additional and engaging, sponsored research content and assessments that will give us greater chance for efficiency and success as we will eventually be able to measure the effectiveness of training with data points that will appear on the OSR Website until the OSR Saba Implementation begins.

From a project standpoint, there will be multiple project phases that will occur over the span of the next year that will help provide insight as to where the project is going as well as what to expect. The project also follows the flow of the ADDIE (Adult Learning Lifecycle) and for those who are not familiar, ADDIE stands for Analysis, Design, Development, Implementation and Evaluation.

At the start, I will be analyzing the sponsored research training needs that exist; then, prioritize the most immediate sponsored research training needs into the different phases. The next step requires me to meet with the Subject Matter or Content Experts that span the wide variety of topic fields in the Sponsored Research community, to assist me in designing an array of interactive, sponsored research training materials, and, in some cases, co-delivering a wide variety of Sponsored Research training content that will complement the training offerings across the Research community.

By the end of the summer, the first phase of the sponsored research content is slated to be developed and approved by the Training Advisory Committee and Leadership. Depending upon the content topics and needs, there is additional time included for production which will include recording presentations, delivering presentations, recording videos of the sponsored research training content. At the beginning of the fall, the first phase of the sponsored research content is slated to be implemented and made available on the OSR website. Closer to December and early 2016, the content will begin the evaluative phase, where I will meet with representatives from across the university to reassess the content to determine was the content created effective and how can we make it better.

Bear in mind, these dates may change depending upon the sponsored research content needed, the availabilities of content experts and the reviewing of the content.

As a former teacher, I am here to make sure that the training content has a lasting impression upon participants, and to find ways to create a smoother knowledge transfer between the online/classroom training sessions and the day-to-day proposal interactions.

After the initial growing pains of a new Training Program, our community will be better prepared for what is to come when Saba comes into play. To provide some additional insight here, Saba is designed in a way to help unify the infinite wilderness of training materials and contain them all under one roof AND create a new training mechanism and feedback loop for our end users (RA’s/OSR/Others in NU Research Community) to take training classes at on-demand pace without even leaving your desk!

While this is all fine and dandy, in order for this Training Program to work, I need to hear the training ideas from as many individuals within the Northwestern University Sponsored Research realm as possible because it will be that participation and those ideas which will provide insight on what types of content needs to be constructed. For the sake of anonymity, names will be removed from suggestions and ideas. Feedback and participation will be crucial factors in making this a successful program.

Chris Rinere is the Senior Training Specialist for the Office for Sponsored Research - Information Team.
IPHAM's Center for Global Health was pleased to host four research administrators April 25-May 2, 2015, for a week of training sponsored by U.S. President’s Emergency Plan for AIDS Relief (PEPFAR) grant, Medical Education Partnership Initiative (MEPI), grant No: R24TW008878. MEPI is administered by U.S. National Institutes of Health Fogarty International Center and co-sponsored by several other NIH Institutes. The training was supported through an administrative supplement to the MEPI project, titled Initiative for Research Innovation and Management (iRIM). According to the mepinetwork.org, “The Medical Education Partnership Initiative (MEPI) consists of awards to 13 medical schools in 12 African countries for a period of five years to enhance the quantity and quality of education and research at those schools. It is the particular intent of MEPI to promote the retention of those new health professionals and researchers in the countries of their education.” The aims relate to building the capacity, quality and size of the African health care workforce, including research capacity, by investing directly in the curricula of schools of medicine and nursing at their universities. All prime awardees are located in sub-Saharan Africa with MEPI grants awarded to the following institutions:

- University of Botswana School of Medicine, Oathokwa Nkomazana
- University of KwaZulu Natal, Umesh Laloo
- University of Zambia, Yakub Mulla
- University of Nairobi, James Kiarie
- University of Zimbabwe, James Hakim
- Makerere University, Nelson Sewankambo
- Universidade Eduardo Mondlane, Emilia Noormahomed
- University of Ibadan, David Olaleye
- Stellenbosch University, Jean Nachega and Marietjie de Villiers
- Addis Ababa University, Milliard Derbew
- Kiliimanjaro Christian Medical Center, Alfred Kien Mteta
- Kwame Nkrumah University of Science and Technology, Peter Donkor
- University of Malawi, Steve Kamiza
- The George Washington University, Fitzhugh Mullan and Seble Frehywot
- African Center for Global Health and Social Transformation, Francis Omaswa

Each African institution has one or more U.S. partners working in the role of subcontractor to assist their African colleagues to meet the aims of the grant. Dr. Robert Murphy, Director, Center for Global Health (CGH), serves as site-Pi for Northwestern and we partner with Harvard School of Public Health to support the ongoing MEPI activities with University of Ibadan in Nigeria plus several other Nigerian subcontractors.

The iRIM program has offered Northwestern administrators unique opportunities to participate as administrative experts through the MEPI program and this visit marked the third training that the Center for Global Health has hosted in Chicago in addition to one workshop held at Ibadan University in July, 2013. On this visit, four Research Management Officers – the Nigerian job title equivalent of Research Administrator – attended the regional NCURA meeting at the Drake Hotel. Our guests were Israel Abayomi Olasunkanmi, Thomas Gbenga Ojedokun, Funmilay Temiloluwa Ajabge, and Oluwaseun Ebenezer Adedeji who each represents the lone research administrator for their respective colleges within the University of Ibadan, which is the flagship state university for all of Nigeria. Once NCURA wrapped up our colleagues from IPHAM, OSR, ASRSP, among others, met with our guests for two days to discuss pre and post-award management at Northwestern and we learned that research administration is a fledgling field in Nigeria primarily because international funders have until recently rarely made awards directly to sub-Saharan African institutions. This is changing and at the Center for Global Health we often see NIH Fogarty issue RFAs where the prime awardees are the international institutions and the U.S. partner takes on the role of subcontractor. This means the roles of our Nigerian colleagues will likely soon be changing as funding opportunities in the field of global health are structured to put international institutions rather than U.S. universities in the driver’s seat. This will ultimately allow African investigators to set aims to make greater impacts in their own communities and give greater fiduciary and regulatory responsibilities to the Research Management Officers at their universities.

Dan Young is the Associate Director for Global Health Education in the Center for Global Health.
Being a department administrator often puts you in the middle of some demanding situations. Between various other staff members, busy faculty, bureaucratic offices, and getting your filing done, it’s easy to forget that you’re here to help, and we are all working together to ensure Northwestern’s mission. Although it might be hardest to remember, it’s at the most difficult moments in our jobs when we are able to rise above and shine with excellent customer service skills.

You are just as much a customer when interacting with others on the job as the faculty and staff are customers for you – so, when your customers seek out your services, it’s best to offer the kind of help you would want in a given situation. Here are some hot tips and recaps on how to be that supportive team-mate in the office—

**Write it down.** Emailing with your faculty and staff can quickly take care of business. Address your correspondents appropriately with titles (unless they’ve asked you to call them by their first names), especially when multiple people are copied on a message. Keep your emails brief; don’t bog down your messages with unnecessary info, as that will detract and distract your reader. Respond to emails you receive within 24 hours, even if it’s to notify that you’re still looking into a matter; your customers will appreciate the responsiveness. Lastly, if you’ve got a complicated situation you’re trying to convey, map it out – use bullet points or numbering to help delineate actions/items so that they’re easily readable for people. These things will help get your message across and create understanding.

**Actively listen** to your faculty and staff; you do this by listening with your ears and your eyes, picking up on a person’s tone and body language. This will help you navigate your interactions, particularly when emotions are high. Clarify and rephrase what you hear when you need confirmation on what’s being said. Actively listening to your customer means you must actively participate in the conversation; show that you’re listening, whether that’s through head nodding, eye contact, or repeating important pieces of what’s being said. Take notes on your discussion that you can refer back to at a late time. Providing feedback will help move the conversation forward. And, with active listening, be sure you engage with others as you’d want to be engaged.

**Be positive.** Unlike our emotions, being positive is a choice; the decision to be positive with your faculty and fellow staff members will certainly assist in your customer services. A “can-do” attitude will move matters forward, where negativity often goes nowhere. Optimism will allow you to see opportunities when faced with difficulties, which can help you help your customers to achieve their goals. Share your positivity with your customers, thanking them when appropriate, and wishing them well when you’re finished. Ending interactions on a positive note leaves your customers with a more affirmative experience, and they’ll look forward to your next collaboration together.

Although this isn’t a comprehensive list, it’s the foundation for excellent customer service. Implementing these efforts will foster effective communication, and you’ll find yourself with stronger professional relationships. Good customer service helps the workplace to run much smoother, not only benefiting your customers, your faculty and staff, but you, as well.

**Aaron DeLee** is the author of the *Department Dossier* column and a member of the NURAP Steering Committee. He is a Research Administrator in the Department of Chemical & Biological Engineering and the Department of Engineering Science & Applied Mathematics.
Liz Luistro is a Research Administrator 2 in the Department of Pathology, Feinberg School of Medicine. Recently, RAP Up Co-Editor, Melanie Mkrdichian, got together with Liz to reflect on her time here at Northwestern.

**MM:** How did you get to this point in your NU Career?

**LL:** After graduating from Northern Illinois University, and laid off at my first job out of college, I started at Northwestern University as a temp in Microbiology-Immunology back in 2002. I then became a program assistant, was promoted to financial assistant, promoted again to coordinator of grants and then finally a research administrator. I have been in the Department of Pathology for 6 years.

**MM:** What are you duties?

**LL:** In the department of Pathology, there are only two staff members that work on sponsored projects; an Associate Research Administrator and myself. Because of this, we get to monitor all aspects of our faculty members’ projects from pre- and post-award. I administratively assist with grant proposals to procurement management to ensuring our faculty and staff are compliant with federal and institutional policies.

**MM:** What is the best part of being a research administrator?

**LL:** I enjoy interacting with people. On the pre-award side, I enjoy working with PIs. You have the ability to learn about the research that they are working on. On the post-award side, I enjoy interacting with different people from central offices. Whether it is OSR, ASRSP, CCM or AP, it is always exciting to work together with different people and teams.

**MM:** What is your favorite federal agency to work with?

**LL:** NIH. Most of my faculty has NIH funding. On the non-federal side, I enjoy working on foundation grants. Interacting with the Office of Foundation Relations group is wonderful; they are so helpful and knowledgeable.

**MM:** Do you have any advice for new/junior research administrators?

**LL:** People have meetings with me to ask me what I do. There are three things that I like to tell them. First, knowing what people expect from you. This job has a lot of pressure included with it. It’s not an easy job and the expectations are high. Second, sit down with your faculty and don’t be afraid to ask them questions. You build a relationship with them and you will be able to get some of the information that you may need. Finally, make sure what you’re telling someone is correct. You don’t need to act like you know everything. You’re their resource for everything. Sometimes the best answer is to say I don’t know, let me find out. **Communication is the best key if you are a Research Administrator.**

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MM: What do you do for fun to de-stress?
LL: This one’s a hard one! I enjoy talking to my coworkers, taking walks, going to the gym and traveling.

MM: What is your favorite thing about the Chicago Campus?
LL: I think the staff on the Chicago Campus is great. It’s wonderful to have so many people to interact with and have as resources.

MM: What’s your favorite vacation?
LL: I have two places I love to travel to. One is to the Philippines to see my grandmother. Another is to Hawaii. I have been to the Big Island, Oahu, and Kauai. I love them all because they are all different.

MM: What kind of car do you have?
LL: I drive a blue convertible mini cooper. It’s so much fun to drive down Lake Shore Drive with the top down.

MM: Tell us about your pet!
LL: My family has a French bulldog named Krem. She just turned six. We all love to babysit her. Krem is playful and fun to be with. She sleeps a lot, like a cat.

MM: What is something most people don’t know about you?
One, I like camping. You know, with tents and quarters for showers. Two, I have a sister who works in the university and they get us confused all the time. We are not twins.

Question: Have you ever wondered how to find out what charges are on your grant inception to date in one report? Are you tired of running several GL008 to obtain this information? Do you approve workflow and want to see where you stand with vendor payment for a grant?
Answer: There is a solution! You can run the “Details w/Project Prompt Incept-Date” Cognos Ad-Hoc Report and just enter your project number. This report exports to Excel by default.

Question: Do you manage subcontracts and wanted to see if an invoice has been processed? Do you want to check the balance without look through several screens? Do you want to check the balances of all of the subcontracts for your project without having to remember each subrecipient’s purchase order number?
Answer: There is a solution! You can run the “Subcontracts by Project” Cognos Ad-Hoc Report and just enter your project number. This report exports to Excel by default.

These reports are located in Cognos > Public Folders > Finance Facilities and Research Administration > NUFin Ad Hoc Reports > Provost > Feinberg School of Medicine > RAS

Please note you will need access to Cognos Ad-Hoc Query Viewer. If you need access a FFRA security form needs to be completed.

Tiffany Parach is a Financial Analysis Supervisor, Research Administration Services.
Thank you to everyone at Northwestern who helped make the recent NCURA conference here in Chicago a huge success! This was the first regional meeting to truly “go global” and we welcomed administrators from around the world with record attendance numbers. I was honored to work with a cast of talented colleagues, including many people here at Northwestern, to put together an amazing program, jam packed with educational workshops and sessions, and exceptional networking opportunities. Truly inspiring were the many discussions, stimulating thoughts and ideas, that I heard percolating throughout the meeting.

While many people at Northwestern participated by presenting or attending the sessions, there were a few people who really helped make this meeting special:

Our keynote speaker, Dr. Robert Murphy, Director of the IPHAM Center for Global Health, kicked off the meeting sharing stories about his experience over several decades developing international collaborations.

Kim Griffin, Director of Electronic Research Administration in the Office for Sponsored Research, got the meeting app up and running with great success!

We had a record number of sponsors for the meeting, recruited and managed by Tracy Mrowczynski, Research Administrator, Basic Science Administration in the Feinberg School of Medicine.

Maura Cleffi, Senior Research Administrator, and Andrew Mark, Associate Research Administrator, both in the McCormick School of Engineering, took on the task of session surveys and collected feedback on over 60 sessions.

Annette Czech, Senior Compensation Consultant, and Michelle Melin-Rogovin, Associate Director of Research Administration in Feinberg, supported a Northwestern information table and engaged interested administrators in career tracks here at Northwestern.

In collaboration with four local institutions, David Lynch, Executive Director of the Office for Sponsored Research, developed a Chicago research tour highlighting the many great research programs we have here in Chicago.

Megan Simonson, Center Administrator in the Institute for Public Health and Medicine, ran Monday night dinner groups, highlighting eleven local restaurants.

I could not have put this program together without the help and support of an incredible team committed to make this meeting outstanding. I was reminded through these last few months how lucky we are to have the support of our Northwestern colleagues. Thanks to everyone who helped make this meeting such a success!

Kirsten Yehl served as the Program Chair for the 2015 NUCRA Region IV Annual Meeting. She is the Administrative Director for the Institute of Public Health and Medicine (IPHAM).
Attendance exceeded all expectations; we planned for 300 and about 500 attended. The conference program had a primary focus on international collaborations. There were also sessions on domestic regulatory changes. Even the NIH sent a representative to the meeting.

I was pleased with the diversity in attendees, everyone from entry- to executive-level, predominantly undergraduate institutions, academic medical centers, engineering schools, and top 20 ranked institutions to those who had just received a first grant. The Thursday research tour included 20 attendees from 8 different countries and about 25 presenters from participating Chicago-area institutions.

From the many things I learned, the following lessons stand out:

- Sponsored research activities begin and end with mutual respect and civility – treat others the way that you want to be treated.
- The more you put into an activity, the more you get out of it – get involved!
- Celebrate new friendships and nurture ongoing professional relationships – it takes a village to administer sponsored research and we are all in it together.

For those who were able to attend the NCURA Region IV & Region VIII Joint Conference, we were treated to all the rich luxury of the Drake Hotel and an important intersection in research administration.

This first iteration of our regional meeting being joined by the international Region VIII felt bigger, more cultural and included many new perspectives from our overseas counterparts who don’t always share the same concerns about NSF biosketches or NIH Other Support that we are accustomed to. In my opinion, this was a great opportunity to learn about the challenges of international research administration, the hurdles of non-U.S. sponsors and the disparity in work environments. However, the substance of the conference could not depart from our Federal sponsors for too long, we were able to see a wide range of sessions responding to the Uniform Guidance. It appears that the many questions we have all been asking about the UG are shared by our colleagues across the country.

I think one of the big takeaways from the conference was best practices in research administration, I saw a number of presentations on communications, effective leadership, applying technology and using metrics to better research administration at any level. Specifically in regards to metrics, if we take it upon ourselves to collect and analyze data we can make a huge impact on problems that would otherwise go unnoticed, or create a new process that will make our offices more efficient and effective.

David Lynch serves on the NUCRA National Board of Directors. He is the Executive Director, Office for Sponsored Research, Chicago Campus.

Jonathan Schatz is the Research Administrator for the Department Civil & Environmental Engineering and the Department of Industrial Engineering and Management Sciences.
NCURA Region IV & VIII Conference in Chicago this spring was extremely educational. It was a wonderful mix of learning from experienced Northwestern University research staff and others from different institutions, including international schools! One of the topics I found beneficial was Implementing & Managing Change from a team from University of Illinois Champaign-Urbana. They explained through case studies how change can come in various forms (e.g. leadership, policies, audits, resources), but one must always assess how quickly change should be implemented and always have a great attitude when making changes.

How does one get a successful investigator to collaborate on a grant? Well, speed-networking is a good place to start. Inter-institutional collaboration can be a tricky notion to foster in the ever-competitive world of grants. Many investigators tend to stick with the same “usual suspects” as key personnel on their grants and hardly think to include others outside their comfort zone or departments. This is where speed-networking comes into play; organized by research administrators and driven by the investigators themselves, it seems to solve a major gap in why many investigators don’t think to collaborate with new individuals. Many investigators are simply not aware of the depth of research that is going on around them and what connection it may have to their own research projects.

Speed networking, as explained by two research administrators, one from Southern Illinois University Edwardsville and the other from St. Louis University, reiterate that the point of speed-networking is to bring investigators together from multiple disciples and in effect have each of them produce and “elevator” pitch with a 3 minute overview of their research to a group of other researchers/investigators. From there, the group is given time at the end to mingle and make connections. Setting up the meeting is the first and major hurdle of this type of event. Scheduling 10-20 researchers at the same time presents challenges in and of itself. Additionally, you want to make sure to include a few “hand selected” investigators that are particularly enthusiastic about their area of research or that you know will steer the event to a positive place. Thereafter the elevator pitches, investigators are usually ecstatic to discuss their current research and drive the majority of the event with little to no moderating from the administrators. The research administrators commented that they do, however, keep track of the number of proposals and awarded grants that have come from collaborations started at these events as to encourage more faculty to attend and reach a broader population.

In short, speed-networking can be an efficient, low pressure way to foster inter-institutional collaboration amongst colleagues. Speed-networking for grant collaboration is to speed-dating for marriage; a {potential} match made in {NIH} heaven.

Melanie Mkrdichian serves as a member of the NURAP Steering Committee and is a co-editor of Rap Up. She is a Senior Financial Administrator, Department of Surgery.

Brittany Patrick is an Associate Research Administrator, Department of Surgery, Clinical Trials Unit.
The meeting was a sprawling, somewhat chaotic collocation of research administration professionals from around the Midwest and the world. Delicious meals were served in a great ballroom, social hours hosted in the Princess Diana suite. In all, the occasion was imbued with the pomp and circumstance of a royal gala, belies the practical, fundamental nature of the subjects at hand. But these practical fundamentals were the heart of the event. Dozens of sessions hosted hundreds of detailed discussions on the finer points of grants vs contracts, F vs A, federal vs industry, US vs international, and on and on in an endless hurricane of administrative minutia. However, the impression left was not of triviality, but of the immense importance these topics hold.

As someone new to the field of research administration, I focused on "overview" and "basic" sessions. I went to all the Uniform Guidance and NSF sessions I could, several technology sessions or discussions, a deep overview on the history and nature of Facilities and Administration, and a few others.

My ultimate takeaway from the UG and NSF sessions is that what we at Northwestern have covered in our own information sessions and emails is about as much as anyone else knows, and more than some. This was a good reinforcement that we are on the right track, and served as a sort of summary of all the details of this sweeping policy change. The deep overview of F&A was, to me at least, one of the most interesting sessions. I am the type of person who operates better with an understanding of the whole picture, and this session traced the origins of this overhead charge, stopping along the way to examine the reasons for each major change.

One of the most readily apparent benefits of the conference was the opportunity to meet research administration professionals from around the region. I was able to put faces to names of people ed I'd exchanged emails with in preparing proposals here at Northwestern, and other members of our research team reported meeting people they had collaborated with from other universities. I met dozens of people from other universities and other departments within Northwestern, and I'm sure that in the months ahead I will add "Hey, your name sounds familiar; were you at the Regional Meeting in Chicago?" to an email.

The event left me bewildered by the pure amount of knowledge that is necessary to do this job, confident that I have learned a great deal already, and comforted that such a large network of amazingly friendly people exists, both here at Northwestern and throughout the field, that I can turn to when I need to. I am looking forward to years to come as part of the research administration community.

David Wemhaner is an Associate Research Administrator, Department Mechanical Engineering.

My time at the NCURA conference was not only fun and informative but also gave me a sense of community with those who I was attending this conference with. I was able to see new faces from Northwestern and other Research Administration employees from across the country. One particular part of
the conference that I enjoyed was the “Hot Topic Roundtables” portion where attendees could choose which group discussion they wished to take part of. These roundtable discussion groups included topics such as “What is the Best Way to Prepare for Closeouts with the Implementation of New Federal Policies?”, “How do I Build a Good RA Resume?”, and “What are the Issues Involved in Non-Federal Contract Negotiation?” The discussion group that I took part in that I found to be very helpful was, “What are the Best Practices for Coordinating Large Scale Proposals?” led by a Northwestern University employee, Jonathan Schatz. Through this discussion group, I was able to participate in and listen to various styles of management pertaining to large-scale proposals. It was interesting to listen to the various styles of management that people have adopted and what works for them. Since my PIs are usually the main site PIs, it was informative to hear what works and doesn’t work with Research Administrators who are usually on the other end (subcontract) of the process. Being able to get a new perspective on how other universities operate and what practices different Research Administrators have adopted was both refreshing and educational.

Rachel Sass is an Associate Research Administrator, Department of Surgery.

This past quarter has been exciting for NURAP @Noon. We have learned about with best practices to reconcile sponsored project charges in NU Financials, how to submit Subcontract requests in ESPR, and how to Interact with all different types of personalities in research administration.

Aurelio Damiani explained in detail in May about NU Financials: Tips & Tricks to Help You Reconcile. Aurelio taught us the easiest approaches to determine if a payment has been cashed, how to void a check, and how to reconcile and receive a PO.

Taylor Carl and Tyra Darville-Layre discussed the importance of Subcontracts: Deciphering ESPR in June. They reviewed each step in the request for new and amended subcontract requests to make the process as clear as possible for the submitter.

Kate Angevine shared her NCURA Region IV & VIII presentation in July titled How to Interact Effectively with Various Personality Types. Kate analyzed different personality traits we might encounter in research administration and gave us the tools to work productively with each other.

Future NURAP Presentations
August — PANEL: Developing your Research Administration Career

Rachel Sass is an Associate Research Administrator, Department of Surgery.

Melanie Mkrdichian serves as a member of the NURAP Steering Committee and is a co-editor of Rap Up. She is a Senior Financial Administrator, Department of Surgery.
A big thank you to the Office for Research and the Office of Financial Operations for their generous assistance with the Travel Awards! And, of course, congratulations to all of the Travel Award winners:

- Damiani, Aurelio
- Iqbal, Herra
- Lunny, Kristen
- Mater, Kim
- Mrowczynski, Tracy
- Patrick, Brittany
- Rischall, Elizabette
- Sass, Rachel
- Siepka, Sandy
- Shepard, Jessica
- Singvongsa, Thongsy
- Wemhaner, David
- Ye, Tracy

NURAP is happy to announce the following promotions and new hires here in the field of research administration:

- **Barrera, Catherine**, Director of Research Admin.
- **Boes, Joseph**, Assoc. Director of Research Admin.
- **DeAmico, Katie**, Grants Assistant
- **Elberry, Christian**, Senior Manager Budget Analysis
- **Farlow, Erin**, Financial Administrator 2
- **Grana, Michelle**, Department Administrator 3
- **Hawkins, Pamela**, Senior Grants Officer
- **Kelly, Chrissy**, Associate Division Administrator
- **Killick, Nadine**, Assistant Grants Officer
- **Kitzman, Amy**, Division Administrator 3
- **Langone, Maria**, Grant/Contract Financial Admin.
- **Look, Sandra**, Senior Research Administrator
- **Maczka, Katarzyna**, Associate Research Admin.
- **Moores, Chris**, Asst. Director Research Admin.
- **Mugg, Rachel**, Grants Officer
- **Pinnow, Stefanie**, Research Administrator
- **Rinere, Chris**, Senior Training Specialist
- **Runkel, Brian**, Manager Research Admin.
- **Tang, Elizabeth**, Asst. Director of Research Admin.
- **Wellensiek, Reid**, Director of Research Admin.
- **Zvirbulis, Elena**, Senior Research Administrator

Want to learn more about NURAP? Want to get involved?

**Website**: [http://www.research.northwestern.edu/nurap/](http://www.research.northwestern.edu/nurap/)

**Facebook**: [https://www.facebook.com/pages/NURAP-Northwestern-University-Research-Administration-Professionals/140980602731744](https://www.facebook.com/pages/NURAP-Northwestern-University-Research-Administration-Professionals/140980602731744)

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