

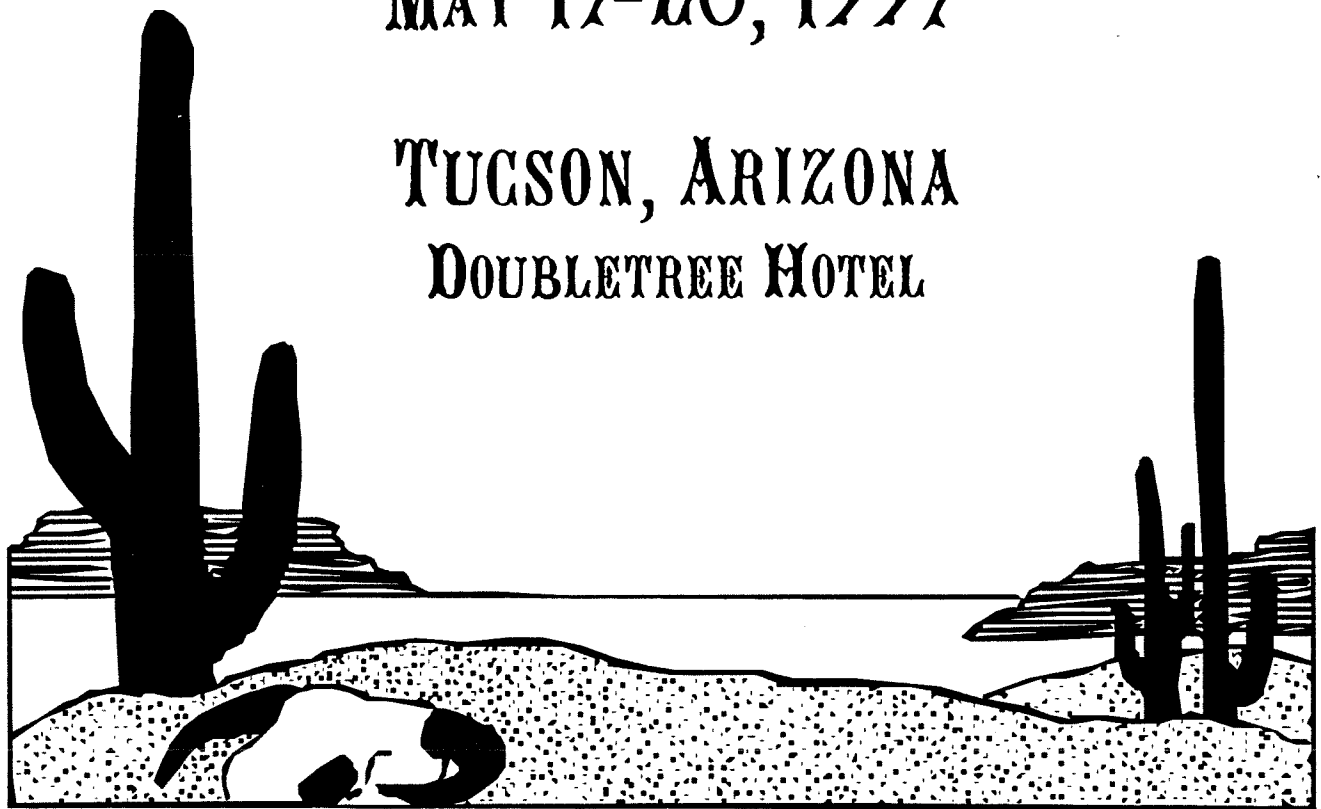


NATIONAL COUNCIL OF UNIVERSITY RESEARCH ADMINISTRATORS  
NCURA REGIONS VI & VII  
SPRING MEETING

PROGRAM

MAY 17-20, 1997

TUCSON, ARIZONA  
DOUBLETREE HOTEL



# NCURA Regions VI & VII Spring Meeting

DOUBLETREE HOTEL \* TUCSON, ARIZONA \* MAY 18-20, 1997

## FINAL SCHEDULE



### SUNDAY, MAY 18

8:00-5:00 REGISTRATION

★ EAST OF GRAND BALLROOM

6:00-8:30 DINNER

★ DOUBLETREE COURTYARD

8:30-?... HOSPITALITY SUITE

★ CASITAS

### MONDAY, MAY 19

8:00-5:00 REGISTRATION

★ EAST OF GRAND BALLROOM

8:30-9:00 CONTINENTAL BREAKFAST

★ EAST OF GRAND BALLROOM

9:00-10:15 WELCOME AND KEYNOTE ADDRESS

★ ROOMS A,B,C

Welcome: Terry May, Chair of Region VII, NCURA

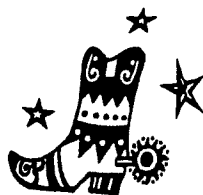
Introduction of Speaker: Charles Geoffrion, Associate Vice President for Research,  
University of Arizona

Keynote Speaker: Dr. William Harris, Director, Biosphere2

Keynote Address: **Partnerships for the Future and Responsible Planetary Stewardship:  
The Columbia University Biosphere 2 Center**

On January 1, 1996, Columbia University assumed management for the Biosphere 2 Center in Arizona. A new focus on learning is being established in partnership with other colleges and universities. An overview of the current programs in research and education at the Biosphere2 Center will be presented and the opportunities to develop new partnerships in research with NCURA institutions will be important.

10:15-10:30 BREAK



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**10:30-11:45**

**MONDAY MORNING CONCURRENT SESSIONS**

★ ROOM B

**The What, When, and How of the Council on Governmental Relations (COGR)**

Moderator: Joyce Freedman, Director, Sponsored Projects Office, University of California, Berkeley

Panelists: Kate Phillips, Vice President, Council on Governmental Relations (COGR); Richard Seligman, Director, Sponsored Research, California Institute of Technology; Donald Allen, Director, Grant and Contract Services, University of Washington

This session will include a brief discussion of the history of COGR, the current structure of COGR, and an explanation of how (and why) COGR decides on issues to pursue. Each panelist will discuss his/her involvement and role in COGR and how each component of the organization works. Three recent issues will be used as examples of how COGR decides on topics to pursue. They are: the just-in-time application process; CASB; and graduate student tuition and compensation issues.

★ ROOM G

**Faculty Professional Development and Recognition: Two Essential Elements for Success in the Sponsored Projects Arena**

Moderator: Frances Jeffries, Director, Office of Research and Grants, California State University, Stanislaus

Panelists: Peter Lee, Associate Vice President for Faculty Affairs, San Jose State University; Ray Buss, Associate Professor and Assistant Dean, College of Education, Arizona State University West

As competition for external funds becomes increasingly fierce, two critical activity areas that should be examined are faculty scholarly development and recognition. Since faculty scholarly development is broader than merely writing proposals, how do we help faculty envision a career path and develop a research/scholarly agenda? How can the research administrator facilitate the creation of a supportive climate which recognizes and rewards these scholarly achievements? This session will explore the role of the research administrator in providing broad based professional development support services which ultimately increase the capacity of the faculty to compete for external funding. The value of recognition activities will also be addressed as a tool to acknowledge, motivate, and further support scholarly development and achievement.

★ COTTONWOOD ROOM

**CASB (Cost Accounting Standards Board)—Implementation at Universities**

Moderator: Sara Bible, Director, Government Cost and Rate Studies, Stanford University

Panelists: Mike Anthony, Director of Sponsored and Property Fiscal Management, Arizona State University; Jim Wheeler, Director, Research Contracts and Analysis, University of Arizona

An overview of the four Cost Accounting Standards (CAS) applicable to universities and colleges will be presented. The panelists will discuss the implementation of CAS at their institutions and implications for the administration of sponsored projects such as accounting for cost sharing and clerical and administrative expenses.

**12:00-1:15**

**MONDAY LUNCH**

★ ROOM D

**Greetings from NCURA:** Stephen Hansen, President, NCURA

**1:30-2:45**

**MONDAY AFTERNOON CONCURRENT SESSIONS**

★ ROOM B

**Trends and Observations in Research Administration**

Moderator: Hal Gollos, Research Process Manager, Research Management Group, Stanford University

Panelists: MaryBeth O'Connor, Managing Associate, Coopers & Lybrand; David O'Brien, Director of Planning, Stanford University School of Medicine; John Klimek, Manager, Office of Research Affairs, University of California, San Francisco

This session will examine the trends in restructuring research administration with representatives from Stanford University and the University of California, San Francisco, who have been through this process. Discussion will range from what drove the restructuring process at these institutions to the outcome and the changes that were made.

★ ROOM G

**Advanced Home Pages**

Moderator: Kathleen Engstrom, Chair, Division of Research Services, Mayo Clinic Scottsdale

Panelists: Stephanie Mabee, Program Coordinator, Research Publications, Arizona State University; Mick Laver, Manager, Administrative Systems, University of California, San Diego; Millie Still, Funding Resource Coordinator, Sponsored Programs, Colorado State University

Although most of us now have home pages, there is a lot of work to be done in terms of keeping them current, innovative, and new. This session will focus on ways to manage your website, present complex information using techniques to insure that your audience can find, retrieve, and understand what's presented, and build a strong clientele through innovative design, programs, tools, and marketing strategies.

★ COTTONWOOD ROOM

**NIH Update**

Moderator: Jyl Baldwin, Senior Research Administrator, Sponsored Projects Office, University of California, Berkeley

Panelist: Diana Jaeger, Director, Division of Grants Policy, OPERA, National Institutes of Health

The NIH update will include information on the latest NIH reinvention activities (including information about specific ERA initiatives at NIH), NIH's implementation of OMB Circular A-21, changes to the NIH award document, and the outlook for future NIH research funding.

**2:45-3:00**

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**3:00-4:15**

**MONDAY AFTERNOON CONCURRENT SESSIONS**

★ ROOM B

**Post-Award Issues for Department Administrators**

Moderator: F. John Case, Assistant Vice President and Controller, Desert Research Institute, Nevada

Panelists: Carol Quintana, Associate Director, Arts and Sciences Research Center, New Mexico State University; Liz Turney, Grants Specialist, College of Veterinary Medicine and Biomedical Research Sciences, Colorado State University; Barbara Johnson, Senior Business Manager, Molecular and Cellular Biology, University of Arizona; Mike Anthony, Director, Sponsored and Property Fiscal Management, Arizona State University

The departmental administrator plays an important role in the daily administration of sponsored research. In these changing times of the role of the departmental administrator, various issues are affecting their workload. This session will discuss the impact of the decentralization of central administration research services to the departmental level, how departmental administrators can best serve their faculty in post-award research administration, and the effect of administering the Cost Accounting Standards (CAS) at the departmental level.

★ ROOM G

**Beyond the Faculty Development Workshop: How to Keep the Momentum Going to Achieve Results**

Moderator: Terence Manns, Associate Director, Research, California State University, Sacramento

Panelists: Peggy Poling, Director, Office of Sponsored Programs, Metropolitan State College of Denver; Raymond Riznyk, Associate Dean, Graduate Studies and Research, Central Washington University; Mary Watson, Director, Grants and Contracts, Valdosta State University

Planning and delivering an effective workshop involves a great deal of time and energy. Don't let your initial investment of effort go to waste and allow faculty enthusiasm to fade. This session will explore strategies that can help you in developing an effective follow-up plan for ensuring that all workshop participants receive an appropriate type and level of support to meet their professional development needs while moving in the direction of your desired outcome...FUNDED PROPOSALS! This session will be highly interactive—ideas, information and suggestions offered at the session will be posted on the regional home page.

★ COTTONWOOD ROOM

**Federal ERA Initiatives: What's Up at NIH and NSF**

Moderators/Panelists: Carolyn Miller, NSF FastLane Project Director, National Science Foundation; Diana Jaeger, Director, Division of Grants Policy, OPERA, National Institutes of Health

This session will provide an overview of current federal initiatives to implement Electronic Research Administration and will specifically highlight NSF FastLane and the NIH Commons. This session will specifically address current and future institutional requirements necessary to use these systems.

**4:45-9:30**

**BANQUET—ARIZONA -SONORA DESERT MUSEUM**

★ TRANSPORTATION FROM THE HOTEL

**9:30-?...**

**HOSPITALITY SUITE OPEN**

★ CASITAS

## TUESDAY, MAY 20

### 8:00-9:15 REGION VI MEETING AND BREAKFAST

★ BOOJUM ROOM

### 8:00-9:15 REGION VII MEETING AND BREAKFAST

★ BONSAJ ROOM

### 9:30-10:45 TUESDAY MORNING CONCURRENT SESSIONS

★ ROOM B

#### NSF Update

Moderator: Linda Rutkowski, Senior Research Administrator, Sponsored Projects Office, University of California, Berkeley

Panelists: Robert Hardy, Director, Division of Contracts, Policy and Oversight, National Science Foundation; Karen Sandberg, Section Head, Section I (MPS/CISE/GEO) Division of Grants and Agreements, NSF; Arthur St. George, Program Director, Dissemination and Technology Utilization, NSF

Changes at NSF will be highlighted along with a brief overview of the NSF budget and program areas of emphasis. Focus will be on recent grant policy changes, electronic and other initiatives, and financial and other issues. Information will be given regarding a new program on Learning and Intelligent Systems.

★ ROOM G

#### Taking the Plunge and Going for the Gold: Exploring Uncharted Waters

Moderator: S. Kent Gibson, San Jose State University

Panelists: Fred Tyner, Major, U.S. Army, Director of Medical Research, U.S. Department of Defense; John Williams, Director, Program Development, San Diego State University; Susanne Flynn, Director, Research and Graduate Studies, College of Medicine, University of California, Irvine

Funding opportunities are often missed because we steer away from uncharted waters. Programs that seem to be too large, ambitious, and incredibly complex are set aside and not pursued. How can we encourage our university/faculty to explore and prepare these large proposals in non-traditional areas? We also tend to steer away from agencies that are not familiar to us. Should we consider an application to DOD rather than always relying on NIH or NSF? This session will provide you with information and case studies which will help you in determining whether it is time to begin pursuing these larger projects and/or to explore new agency sponsors. The session features a year-long follow-up with attendee utilization goals, a focused e-mail list-server, and an assessment reunion.

★ COTTONWOOD ROOM

#### Business Issues for Electronic Research Administration

Moderator: Tanya Erdman, Sponsored Research Administration, California Institute of Technology

Panelist: John Rodman, CEO, FIE/RAMS

While much of the discussion in ERA focuses on technology, there are a number of business issues that must be resolved for successful ERA implementation. Moving from paper to

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★ COTTONWOOD ROOM

**Business Issues for Electronic Research Administration (continued)**

electronics significantly impacts the business environment, and requires new understandings of organizational relationships and how people work. For example, what new skills and jobs will be required for implementing ERA? What is the electronic equivalent of signing a paper proposal and sending it by overnight delivery service? What are the security requirements for operating electronically? Does ERA entail the development of new internal policies? These issues and others will be discussed.

10:45-11:00

**BREAK**

11:00-12:15

**TUESDAY MORNING CONCURRENT SESSIONS**

★ ROOM B

**The Electronic Age: New Challenges in Developing and Maintaining Effective Relationships with Faculty and Program Officers**

Moderator: Leon Cohen, Assistant Vice President, Research and Funded Projects, California State University, Dominguez Hills

Panelists: Arthur St. George, Program Director, Application of Advance Technologies, National Science Foundation; William Schulze, Director, University Research Administration, University of Nevada, Las Vegas; Leon Cohen, Assistant Vice President, Research and Funded Projects, California State University, Dominguez Hills

The emergence of ERA (Electronic Research Administration) has significantly impacted the pre-award officer's interaction with both faculty and program officers. The Internet has created opportunity for increased access to information while introducing new barriers to personal contacts. This session will explore the opportunities and challenges presented as we learn to balance the use of new technologies with the need for a human element.

★ ROOM G

**How to Create Effective Presentations**

Moderator: Samantha J. Wescott, Manager, Pre-Award Services, Molecular and Medical Pharmacology, UCLA

Panelists: Richard Seligman, Director, Sponsored Research, California Institute of Technology; Henry Hooper, Associate Provost, Research and Graduate Studies, Northern Arizona University

*needs slide proj*

This session will focus on the fundamentals of good presentation design when using PowerPoint or similar training package software. Topics to be covered will include how many bullets to use on a screen, effective use of white spaces, how to incorporate graphics and audio clips. The session will also cover the basic fundamentals of presentation delivery.

★ COTTONWOOD ROOM

**Cost-Sharing/Matching Funds: An Issue at All Research Institutions**

Moderator: Carol Zuiches, Director, Office of Grant and Research Development, Washington State University

Panelists: Janet Hornung, Director, Sponsored Projects Services, University of Arizona; Kathleen Thompson, Grants Manager, Research Management Group, School of Medicine, Stanford University

*evaluate*

Pre- and Post-award views of cost share documentation. Panelists will discuss requirements of cost share documentation, both at the project and at the aggregate level. How does the CAS disclosure statement affect how we handle cost sharing?

12:30-1:30

**TUESDAY LUNCH**

★ ROOM D

1:45-3:00

**TUESDAY AFTERNOON CONCURRENT SESSIONS**

★ ROOM B

**Examining Our Roles to Meet the Challenges of the 21st Century: A Pre-Award Perspective**

Facilitators: Terence Manns, Associate Director, Research, California State University, Sacramento; Leticia McCart, Director, Sponsored Programs and Faculty Development, San Jose State University

Who are we? Where did we come from? What do we do? Where are we headed? As we enter the 21st century, the many challenges and opportunities facing higher education will significantly impact the role of the pre-award research administrator. How do we perceive our role in the context of this dynamic environment? What do others expect of us? Participants in this session will be guided through a series of small group activities which will result in the creation of a "white paper" and recommendations for the role of the pre-award research administrator as we look toward the year 2010. In addition, the "white paper" and other materials developed from the session will be posted on the region home page.

★ ROOM G

**Finding the Key to Home Page Development and Use**

Moderator: Vincent "Bo" Bogdanski, Grant and Contract Officer, Sponsored Projects, University of Utah

Panelists: Camilla Strausfeld, Director, Research Support Office, University of Arizona; Stephanie Mabee, Program Coordinator, Research Publications, Arizona State University; Liz Turney, Grants Specialist, College of Veterinary Medicine, Colorado State University

Is your web page powerful or overpowering? This session will help define key elements of a successful home page. Panelists will discuss the types of information and resources that are necessary and/or helpful to the research community; planning for the development of a new or improved home page; and ways in which a vital home page changes the research unit's use of information, staff organization, and support to investigators.

★ COTTONWOOD ROOM

**Innovation in University/Industry/Government Partnerships**

Panelist: John Yost, Director of Research and Development, University of Idaho; Paula Burkhart, Assistant Vice Provost for Research and Facility Development, University of Oregon; Kevin M. Smith, Associate Vice Chancellor for Research, University of California, Davis; John Sibert, Vice President, Technology Transfer and Economic Development, The California State University System

Promoting a more creative and innovative pro-partnership approach to post-Cold War R&D for science and technology in (1) strengthening the U.S. research enterprise; (2) meeting challenges for R&D policy in a globalized economy; and (3) making R&D partnerships of special importance for the social and ethical responsibility of science and technology.

3:00

**CONFERENCE ADJOURNED**

3:05

**POST-CONFERENCE WORKSHOP**

★ HOTEL OR ...?

**Modification of Attitude—Stress Reduction Techniques for Research Administrators**

Facilitator: recreational beverage of choice

**TUESDAY P.M. SESSIONS**





# Sunday Workshops & Events

**SUNDAY, MAY 18**

**8:00-5:00 REGISTRATION**

★ EAST OF GRAND BALLROOM

**8:30-11:30 SUNDAY MORNING WORKSHOPS**

★ UNIVERSITY OF ARIZONA ERA: NSF FastLane and NIH Commons

Faculty: Carolyn L. Miller, FastLane Project Director, National Science Foundation; Diana L. Jaeger, Director, Division of Grants Policy, OPERA, National Institutes of Health (Enrollment limited to 23; transportation provided at Doubletree Hotel)

The NSF portion of this workshop will cover each aspect of putting together a proposal for submission in FastLane. This will include basic registration, getting started on a proposal, working on each of the proposal forms, and how to provide access to others during the preparation process. Once the preparation is complete, the submit function must be used to send the proposal to NSF. Specific aspects of the submit function, including the NSF policy on FastLane submissions will be discussed. Some time will be spent going over the basic architecture of a FastLane task so that attendees will be more able to troubleshoot possible problems. The NIH portion of this workshop will provide participants with a hands-on opportunity to explore the NIH Commons. Time will be allocated to exploring the basics of both the "Status System" and "e-SNAP" (the process for submitting electronic SNAPs). An opportunity will be provided with "e-SNAP" to explore both the principal investigator and administrative official components. This will be an interactive session with opportunity for extensive question/answer dialogue with NSF and NIH staff.

★ ROOMS A,B,C HOTEL Negotiating Intellectual Property Rights with Industry Sponsors of Research

Faculty: Joe Acanfora, Associate Director, Janna Tom and Catherine Whenmouth, Campus Liaison Associates, Office of Technology Transfer, University of California Office of the President

This session is intended to provide basic training on the negotiation of intellectual property rights provisions—both patents and copyrights—to university contract and grant staff responsible for negotiating research agreements between universities and industry. Discussions will cover an overview of university technology transfer programs, the need to assess the interests of the various involved parties and the science involved in the research program in preparation for the negotiation, and a walkthrough key patent and copyright issues and contract language.

**12:00-1:00 LUNCH** (for workshop participants and faculty only)

★ ROOM D, HOTEL



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**1:30-4:30**

**SUNDAY AFTERNOON WORKSHOPS**

★ UNIVERSITY  
OF ARIZONA

**ERA: Upgrading from Manual to Automatic**

Faculty: Erin B. Lindsay, Electronic Initiatives Analyst, Sponsored Research, UCLA;  
Wilma G. Ennenga, Grants and Contract Administrator, Office of Grant and  
Contract Services, Northern Arizona University  
(Enrollment limited to 23; transportation provided at Hotel)

This hands-on workshop will walk beginning and intermediate ERA users through a variety of tools and processes useful in the day-to-day life of a research administrator. Topics to be covered include subscribing to and using various listserv commands, using the latest web search engines effectively, identification of valuable research resources on the web, and downloading and customizing proposal forms and templates. Although hands-on HTML will NOT be taught in this course, hints and tips will be provided on how to structure and design your home page to be a valuable productivity tool for your office. Technical jargon peculiar to the tools will be introduced. This session will be geared toward the non-technical research administrator who uses a computer for routine office tasks (e.g., e-mail and word-processing) but whose experience in surfing the net is limited. This session is not likely to be useful for those already knowledgeable about and heavily involved in electronic research commerce.

★ ROOMS A,B,C  
HOTEL

**Research Administration for the Newcomer, Emphasis on Post-Award Administration**

Faculty: F. John Case, Assistant Vice President and Controller, Desert Research Institute, University and Community College System of Nevada; Mike Anthony, Director, Sponsored and Property Fiscal Management, Arizona State University

This half day session will provide an overview of some post-award topics for those with less than one year's research administration experience. The session is geared to give an overview of various topics post-award administrators hear about and deal with on a daily basis. Post-award topics will include cost principles and regulations, an introduction to indirect costs and its components, the new Cost Accounting Standards Board (CASB) requirements, effort reporting, audit, and award close-out. The session will help new research administrators develop an understanding of these topics. The session should prove useful for new administrators from colleges, universities, and other non-profit organizations.

**1:30-4:30**

**TOUR OF BIOSPHERE 2**

(transportation provided at Hotel)

**6:00-8:30**

**DINNER**

★ DOUBLETREE COURTYARD

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**HOSPITALITY SUITE**

★ CASITAS



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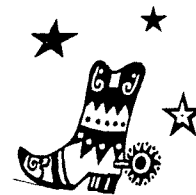
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# NGURA Regions VI & VII Spring Program Committee, 1996-97



## Region VI ★ ★ ★ ★ ★ ★

Michele Armstrong  
Assistant Dean, Research  
Stanford University

J. Terence Manns  
Associate Director, Research  
California State University, Sacramento

F. John Case  
Assistant Vice President and Controller  
Desert Research Institute, Nevada

Leticia McCart  
Director, Sponsored Projects and Faculty Development  
San Jose State University

Susanne Flynn  
Director, Research and Graduate Studies  
College of Medicine  
University of California, Irvine

Mary Nunn  
Sponsored Projects Officer  
Oregon State University

Joyce Freedman (Meeting Co-Chair)  
Director, Sponsored Projects  
University of California, Berkeley

Hannah Petzenbaum  
Director, Research Affairs  
University of California, Riverside

Hal Gollos  
Research Process Manager  
School of Medicine  
Stanford University

Linda Rutkowski  
Senior Research Administrator, Sponsored Projects  
University of California, Berkeley

Christina Hansen  
Director, Research Administration  
University of California, Irvine

Georgette Sakumoto  
Assistant Director, Research Administration  
University of Hawaii

Pamela Webb  
Manager, Sponsored Projects  
University of California, Santa Barbara

## Region VII ★ ★ ★ ★ ★ ★ ★

Kathi Delehoy  
Assistant Director, Sponsored Programs  
Colorado State University

Terry May (Meeting Co-Chair)  
Director, Research Administration  
Northern Arizona University

Judy Fredenberg  
Assistant to the Vice President, Research  
University of Montana

Carol Quintana  
Associate Director  
Arts and Science Research Center  
New Mexico State University

Charles Geoffrion  
Associate Vice President, Research  
University of Arizona

Douglas Ringle  
Contract Specialist, Contract and Grant Office  
Utah State University



PROGRAM

COMMITTEE



# Site & Event Information

## The Arizona-Sonora Desert Museum: The Site of the Monday Evening Banquet

The meeting banquet on Monday night on the grounds of the Arizona-Sonora Desert Museum provides an opportunity to experience the rich and complex environments of the Sonoran Desert region. The “living world” of the Arizona-Sonora Desert Museum was called by the New York Times “...the most distinctive zoo in the United States.” The Desert Museum is Southern Arizona's most popular visitor attraction, 14 miles west of Tucson, in Tucson Mountain Park. The Desert Museum exhibits the living outdoor world of nature found in the Sonoran Desert region, with a comprehensive collection of the plants, animals, and geology of the region. On the way to the Museum, we'll drive through Saguaro National Monument, which preserves the most magnificent Saguaro forest in the world. Dress casually for the event! We'll be seated outside on terraces, and we'll have an opportunity to stroll through the grounds.



## Biosphere 2: Tours on Saturday and Sunday

Located in the beautiful foothills of the Santa Catalina Mountains, the Biosphere 2 Center, once a site for research on living in an enclosed environment, is now open to the public. Hands-on experiments teach visitors about climate change and life on earth. Seeing the former living areas gives an idea what living in Biosphere was like. Taking the tour will show you a little about just how much we all can affect the Earth.

## Sporting Events: Saturday and Sunday

### The Second Annual Spring Golf Tournament

The Second Annual NCURA Regions VI & VII Spring Meeting Golf Tournament takes place on Saturday, May 17, at the North Randolph Course, conveniently just across the street from the conference hotel. There will be prizes for closest to the pin and longest drive. Thanks to Hal Gollos for organizing the tournament this year. Keep up the hard work improving your swing, the third annual tournament will be here before we know it...



### Tennis, Anyone?

Tennis aficionados will face NCURA colleagues across the net on Saturday and Sunday. John Klimik is graciously arranging sign-ups on both days for matches at hotel courts and the Randolph Tennis Center, including doubles matches Saturday morning and a small Saturday tournament. Players can sign up for matches with others at a similar level, so that games are more fun. Competition shouldn't be taken seriously—having a good time playing is the goal!

### Horseback Ride on Western Trails

Join us at the hitching post as we saddle up for a horseback ride through the Sabino Canyon area. Experience Tucson the “way it used to be.” Wranglers from TopHand Trails will lead the way on trails in a beautiful wilderness area just south of Sabino Canyon; the ride includes an archaeological site. Wide-brimmed hats are recommended; the Arizona sun can get things pretty warm until late afternoon, when it tends to cool down,

### The Doubletree Hotel

The Tucson Doubletree Hotel at Randolph Park is close to freeways, the airport, and downtown Tucson. Beautiful Randolph Park, right across the street, has two championship golf courses, complete tennis, racquetball, and jogging facilities. The hotel offers its own athletic facilities, with a fitness room, pool, whirlpool spa, and three lighted tennis courts. Dining at the Doubletree has a southwestern flavor and a Mexican flair. A note to those participating in the post-conference workshop scheduled for 3:05 p.m. on Tuesday, the Javelina Cantina has “happy hour” from 4:00 to 7:00 p.m.—free chips and salsa!





# NOTES

