Sylvia Bradshaw Personal Statement
Candidate for Regionally Elected Member of the NCURA Board of Directors

As the Executive Director of Sponsored Programs, Agreements, Research, and Contracts (SPARC) at Southern Utah University (SUU), my journey in research administration began 14 years ago when I was tasked with establishing a new Office of Sponsored Programs at a small institution transitioning to university status. Prior to my arrival, institutional understanding of research administration was minimal, and negotiating a Negotiated Indirect Cost Rate Agreement (NICRA) became my priority – something I too knew nothing about. I often joked that I was a three-person office—me, myself, and I. However, that sense of isolation disappeared the moment I found NCURA. My office of one immediately became connected to an endless network of collegial, supportive professionals.

Following the advice of a mentor, I joined NCURA and attended my first regional meeting in Reno, Nevada, just two weeks into my role. Volunteering at the registration desk, I knew very little about Uniform Guidance or effort reporting, but I quickly recognized that NCURA was where I would gain the tools to lead. I returned to campus equipped with the knowledge, confidence, and authority needed to navigate federal compliance and build a modern research administration framework from the ground up. That is the true value NCURA brings to its members: confidence.

Eager to deepen my expertise, I enrolled in the Level 1 Fundamentals of Sponsored Programs Administration workshop and subsequently pursued a Master of Research Administration (MRA) at Johns Hopkins University. Over the years, I have immersed myself in every NCURA learning opportunity available. Being named an inaugural recipient of the NCURA Education Scholarship in 2018 was a defining highlight of my career. In my application, I pledged to pay that support forward through dedicated service to the organization—a commitment I have actively fulfilled over the last decade.

For ten years, I have had the privilege of learning, volunteering, presenting, committee organizing, and championing NCURA's mission: *Supporting Research Together!* While my foundational passion centers on supporting Predominantly Undergraduate Institutions (PUIs) and inspiring early-career professionals, my focus has naturally expanded to advocating for the entirety of our profession. This is represented through my current engagement as a Co-PI on an NSF funded project to create AI resources for research administration (AI4RA). As such, our team is focused on delivering innovative, scalable tools that support research administrators across all institution types—from small PUIs to large research universities.

As a Board member, I aim to bring this blend of institutional leadership, innovation, and service to higher-level governance. I welcome the opportunity to represent our region on the NCURA Board of Directors, ensuring our collective voice shapes the strategic future of our profession.

Thank you for your consideration and for the opportunity to serve NCURA as a Regionally Elected Board Member. Always forward!

SYLVIA BRADSHAW, MRA, CRA

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SUMMARY

Proven solidarity and leadership. Effective communicator, friendly, competent, and reliable work ethic. Grateful for the opportunity to benefit from the gift of research throughout my life.

HIGHLIGHTS

- Member of National Council of University Research Administrators (NCURA)
- Member of Society of Research Administration International (SRAi)
- Effective Staff leadership and development
- Service leader
- Analytical reasoning
- Resourceful
- Strong interpersonal skills
- Dedicated team player

AWARDS

- 2025 Nominated SUU Department of the Year (SPARC Department)
- 2023 SUU Distinguished Service Nominee
- 2022 SUU Employee of the Month - June
- 2018 Inaugural Recipient of the National Council of Research Administrators Educational Scholarship (NCURA) Award – Washington, D.C.
- 2017 Commitment to Diversity Dixie Award – Utah Tech/Dixie State University
- 2016 Excellence in Service Award – Utah Tech/Dixie State University Board of Trustees
- 2015-2016 Elected President - Utah State Higher Education Staff Association (UHESA)

EDUCATION

Master of Science in Research Administration, Johns Hopkins University – Washington, D.C.
Bachelor of Science in Accounting, Dixie State University – St. George, UT

EXPERIENCE/ACCOMPLISHMENTS

May 2019-Present **Executive Director of Sponsored Programs, Agreements, Research, and Contracts (SPARC), Southern Utah University (SUU)-** Cedar City, UT

- Directs the SPARC Team in supporting externally funded projects
- Oversees SUU's central office consisting of both Pre-Award and Post-Award functions
- Promotes engagement in sponsored programs to solidify the student experience
- Advocates and promotes compliance with the state and federal regulatory environment

July 2014-2019 **Director of Sponsored Programs**
Utah Tech University/ (formerly)Dixie State University (DSU)- St. George, UT

- Founding Director of the DSU Sponsored Programs Office
- Implemented new procedures, training, policies, and practices
- Completed NCURA Level I & II trainings for Sponsored Program Administrators

PUBLICATIONS

"*Modalities for teaching responsible and ethical conduct of research online: Lessons learned from an undergraduate workshop in Utah*", Morris J, Hofmann E, Wang W, Ault M, **Bradshaw S**, Foxley T, Thomas P, Frost C; PLOS ONE. 2024; 19(2): e0296461-. Available from: https://dx.plos.org/10.1371/journal.pone.0296461 DOI: 10.1371/journal.pone.0296461

"*The Role of Research Administration, 5th* Edition," **Sylvia Bradshaw** MRA, CRA, Southern Utah University; Mario R. Medina, PhD, CRA, University of Kansas Medical Center; Richard Seligman, EdD, California Institute of Technology; Jenn Stewart, MA, Southern Utah University; and Marianne R. Woods, PhD, JD, Johns Hopkins University. National Council of University Research Administrators (NCURA), Resource Booklet (2021).

"Understanding the Why behind What We Do in Research Administration," **Sylvia Bradshaw**, Southern Utah University; Irina Diaz, Dorothy Johnson, University of Wisconsin-Madison, Sponsored Research Administration: A Guide to Effective Strategies & Recommended Practices, National Council of University Research Administrators (NCURA), January 2022, ¶120.18, pages 137-145

"*Why does Tech Transfer Matter to Predominantly Undergraduate Institutions?*" **Sylvia Bradshaw**, NCURA Magazine, August 2020, Vol 52, No. 4, page 49

"*No ERA? You're Not Alone: Utilizing a Collaborative Purchase to Conquer the Price Point Woes*", **Sylvia Bradshaw**, NCURA Magazine, Oct/Nov 2018, Vol 50, No. 5, page 9

PRESENTATIONS

"PUI Hot Topics" Workshop, Co-presenters, Jeff Ritchie, Hamilton College, Linnea Minnema, Samford College, NCURA Annual Meeting, August 2026 (New York City, New York)

"Practical AI for Research Administration: Doing More with Less", Co-Presenter, Ishtvan Fakete, Attain Partners, NCURA Annual Meeting, August 2026 (New York City, New York)

"F&A Demystified: The FAIR Model, PUI Opportunities, and What You Need to Know", Co-presenter, Andrea Christelle, Univ of Kentucky, NCURA 2026 Financial Research Administration Conference, March 2026 (San Juan, Puerto Rico)

"AI4RA: An Overview", Plenary Speaker, Advancing AI Governance, Implementation, and Equity at Emerging Research Institutions Convening, Chapman University, December 2025 (Orange County, CA)

"*Panel: The Research Enterprise and AI: Connecting Libraries, IT, and Research Administration" Advancing AI Governance, Implementation, and Equity at Emerging Research Institutions Convening*, Co-Panelists Ed Clark, California State University System; Ryan Hess, SCELC; Brett Pollack, University of San Diego, Moderator: Essraa Nawar, Assistant Dean for Library Engagement and Program Initiatives, Chapman University, December 2025 (Orange County, CA)

"From Individual Bricks to Institutional Masterpieces: Scaling AI in Research Administration" Workshop and Concurrent Session, Co-presenters Sarah Martonick, Univ of Idaho, and Nathan Layman, University of Idaho, NCURA Region VI/VII Meeting, November 2025 (Costa Mesa, CA)

"AI at the PUI: Deploying Practical Tools for Research Administration" Co-presenters, Nathan Wiggins, Southern Utah University, Brooke Lindgren, Weber State University, NCURA Region VI/VII Meeting, November 2025 (Costa Mesa, CA)

"Building Together for Innovation: Connecting PUIs, Communities, and Tech Transfer", Co-presenters Brooke Lindgren, Weber State University, Katie Gomez Freeman, Brigham Young University, NCURA Region VI/VII Meeting, November 2025 (Costa Mesa, CA)

"Review of the Simple JAG FAIR Model for Short Form Institutions", Co-Presenters, Dr. Kelvin Droegemeier, Professor of Atmospheric Sciences and Special Advisor to the Chancellor for Science and Policy, University of Illinois at Urbana-Champaign (former OSTP Director), Arif "Mak" Karim, former Deputy Director of OMB Cost Accounting Services, Dr. Andrea Christelle, Vice Provost for Research, Diné College, September 2025 (virtual)

"Navigating New Carnegie Classifications: Leveraging Your Institutional Assets", Co-Presenter, Andrea Christelle, Vice Provost for Research, Diné College, NCURA Annual Meeting, August 2025 (Washington D.C.)

"PROSPER PUIs: An NSF GRANTED Approach to Advancing ERIs in Research" Co-Presenters, Katie Gomez Freeman, Assistant Director, SUU, and Dr. Marianne Woods, External Evaluator Johns Hopkins University Professor Emeritus, NCURA Annual Meeting, August 2025 (Washington D.C.)

"RADCon GRANTED Panel", NSF GRANTED Program Grantee Panelist, Research Administration and Development Conference (RADCon), June 2025 (South Dakota State University, SD)

"Elevating Research at Institution Types: The Value of Lifting all Institution Types to New Heights", Co-Presenter, Andrea Christelle, Vice Provost for Research, Diné College, NCURA Region VI/VII Meeting, September 2024 (Albuquerque, NM)

"Evolving Collaborative Landscape: the leadership role of smaller institutions", Co-Presenter, Andrea Christelle, Vice Provost for Research, Diné College, NCURA Region VI/VII Meeting, September 2023 (Anchorage, AK)

"Wellbeing in Department/PUI/Research Institute Research Administration", Co-Presenter, Dorothy Johnson, Gladstone Institutes, NCURA Region VI/VII Meeting, September 2023 (Anchorage, AK)

"Don't Just Bet, Take Action and Ramp Up Your Future: Degrees, Certification and Beyond", Co-Presenter, Dorothy Johnson, University of Wisconsin-Madison, NCURA Pre Award Research Administration Conference, March 2023 (Las Vegas, NV)

"The Endless Frontier: Betting on the Future of the Research Enterprise", Co-Presenter, Dorothy

Johnson, University of Wisconsin-Madison, NCURA Pre Award Research Administration Conference, March 2023 (Las Vegas, NV)

"New Leaders: Bridging the Beginning" Workshop, Co-Presenters Alexa Van Dalsem, University of Colorado- Boulder; Ashley Stahle, Colorado State University. NCURA Region VI/VII Meeting, October 2022 (Tucson, AZ)

"Stories from the Morgue: Breathing Life Back into the RA Pipeline", Co-Presenters, Lawrence Mbaki, Carson Brown, and Katie Freeman, Southern Utah University, NCURA Region VI/VII Meeting, October 2022 (Tucson, AZ)

"From Effort Reporting to Payroll Certification: Cracking the Code" Co-Presenter, Dorothy Johnson, University of Wisconsin-Madison, NCURA 64th Annual Meeting, August 2021 (Washington, D.C.)

"Grant Writing: Keys to a Successful Proposal", Co-Presenters Carrie Childs, Jenn Stewart, and Katie Gomez, Utah Municipal Clerks Association (UMCA) Conference, March 2022, (Cedar City, UT)

"Tech Transfer: Why it is Important in the PUI World", Co-Presenter James Taylor, Weber State University. NCURA Financial Research Administration (FRA) Conference, March 2022, (New Orleans, LA)

"Understanding the Why Behind What We Do in Research Administration", Co-Presenters Irina Diaz, Univ. of Wisconsin-Madison and Dorothy Johnson, Univ. of Wisconsin-Madison. NCURA Financial Research Administration (FRA) Conference - March 2022 (New Orleans. LA)

"Grants Management Updates and OMB Initiatives/FEERF/CARES Act", Co-Presenter Tamara Marshall-Jones, Office of Management & Budget (OMB). NCURA 63rd Annual Meeting (Hybrid), August 2021 (Washington, D.C.)

"ERA in a PUI – Navigating the Journey", Co-Presenters Nathan Jones, UNC-Wilmington and Alex Hartvigsen, Utah Valley University. NCURA 63rd Annual Meeting, August 2021 (Washington, D.C.)

"Understanding the Why Behind What We Do in Research Administration", Co-Presenters Irina Diaz, Univ. of Wisconsin-Madison and Dorothy Johnson, Univ. of Wisconsin-Madison. NCURA Pre-Award Research Administration (PRA) Conference - March 2021 (Online)

"Finding the Opportunity in Uncharted Times", Discussion Leader/Presenter, Region VI/VII Meeting, Nov 2020 (Online)

"Freeze Frame or ReFrame" Panel Member/Presenter, NCURA Region VI/VII Meeting, Nov 2020 (Online)

"Changing Institutions: Going Out to Go Up", Co-presenter Dorothy Johnson, Univ. of Wisconsin-Madison, NCURA 62nd Annual Meeting, August 2020 (Online)

"Intellectual Property: Know the Basics as it Applies to Research Administration", Co-Presenter Dr. Marianne Woods, Johns Hopkins University, NCURA Webinar, June 2020 (Online)

"Financial Research Administration: Assessing Risks at PUIs", Co-Presenter Dr. Kris Monohan, Providence College, NCURA Financial Research Administration Conference, March 2019 (Las Vegas, NV)

PROFESSIONAL SERVICE

- NCURA 2027 Financial Research Adminstration Conference Co-Chair
- NCURA 2026 Annual Meeting – Program Committee – Workshops Co-Lead
- NCURA Nominating & Professional Development Committee (N&LDC) 2025-2026
- NCURA 2025 Annual Meeting – Program Committee, Research Compliance & Ethics Track Co-Lead
- NCURA 2024-Present Region VII PUI Committee – Founding Chair
- NCURA 2024 Region VI/VII Regional Meeting Program Committee – PUI Track Co-Lead
- NCURA 2024 Financial Research Administration (FRA) Program Committee – PUI Track Co-Lead
- Intermountain University Research Administrators (IMURA) 2022-present Co-Chair
- NCURA Nominating & Professional Development Committee (N&LDC) - National Level, 2022-2024
- NCURA 2023 Regional Meeting VI/VII, PUI Track Lead
- NCURA 2023 Pre-Award Research Administration (PRA), PUI Track Co-Lead
- NCURA 2022 Financial Research Administration (FRA), PUI Track Co-lead
- NCURA Region VII Professional Education Development Committee (PEDC) 2019- present
- NCURA Region VII Member at Large 2021
- NCURA Regional Meeting VI/VII PUI Track Chair, October 2018
- NCURA Annual Meeting PUI Track Co-Chair, August 2019
- 2020 NCURA Professional Development Committee (National level)
- 2020 NCURA Publication Subcommittee (National level)
- 2020 NCURA Lead Co-Author, "The Role of Research Administration" update, April-Dec. 2020
- NCURA Miscellaneous Volunteer, 2014-present (Registration desk, Scholarship, PUI Outreach, Collaborate, etc.)
- Utah Higher Education Staff Association, Service from 2013-2018, President 2015-2016