

For consideration to be your 2024-2025 Region VII Member-at-Large:

In 2013, I began a part time administrative assistant position, which became my first step into world of Research! In the last decade, I spent 5+ years as a Departmental Research Administrator of a major private non-profit research hospital, and 3.5 years as a lifecycle Fiscal Manager in the Office of Sponsored Programs at Montana State University (MSU), a public Land-grant institution. Though research administration was the common element, both institutions provided a wide breadth of varying experience. In July 2022, I moved into the *pre* Pre-Award sphere, as the Assistant Director of our new Office of Research Development at MSU. It has so far been an incredible professional opportunity to be involved in the start-up of a new office and to gain experience in the wider research enterprise.

I currently serve on the NCURA Region VII Professional Education and Development Committee, after joining the committee in December 2022. I have been an active presenter in past regional meetings, authored my first ever publication in the NCURA magazine, and most recently co-presented the regional Grow in Your Profession offering, "10 Recommendations for Early-Stage Research Administrators." I am planning on co-leading a workshop at the 2023 regional meeting in Alaska, in addition to two additional sessions currently under review.

In addition to my experience with NCURA, I have served on the Montana State University Institutional Review Board (IRB) since February 2022, and I am 18 credits away from completing my Masters in Public Administration (MPA). I am a member of our Institution's Gender Equity Alliance, a group that actively addresses barriers and advocates for sustainable change. And I also keep active memberships with the National Organization of Research Development Professionals (NORDP) and the American Association of University Women (AAUW).

If we haven't yet met personally, I am the kind of person who creates Google maps for my road trips, noting different sites, gas stations, and food options along the way; organization and efficiency make my heart sing! I have moved a lot in my life and being the continual new kid, I find it easy to find a connection with just about anyone. A hike to a beautiful vista on a sunny day is my happy place; but I truly enjoy my work and helping others find success in research administration and research development. As the region's member-in-large, I hope to grow my involvement and do my part to serve NCURA and help our region operate efficiently and effectively.

Sincerely,

  
Tracy Gatlin

## Tracy Gatlin

Montana State University

(406) 994-6268 | [tracy.gatlin@montana.edu](mailto:tracy.gatlin@montana.edu)

### QUALIFICATIONS

- **Certified Research Administrator**
- In-depth knowledge of Federal regulations such as uniform guidance (2 CFR 200), Federal cost accounting standards, interpreting and applying sponsor requirements, academic institution policy, and state regulations.
- Successful coordination of collaborative multi-institution agreements and awards.
- Documented strength in efficiency, organization, time management, and decision making.
- Key experience: Research Development, Pre-Award, Post-Award, Research Finance, Closeout, Cost Share, Effort Reporting, Grant Billing, Subawards, and Financial Reporting

### RELEVANT EXPERIENCE

#### **Montana State University, Office of Research Development (Bozeman, MT)**

Assistant Director 08/2022 – Present

Working closely with the Director in the inaugural year of the Office of Research Development, built support systems and structures to advance initiatives aimed at increasing sponsored research. Support includes consultation with prospective researchers about ideas or proposals, non-technical reviews, and coordinating of proposals elements. Additional professional development and efforts towards fostering collaboration included several trainings and events.

#### **Montana State University, Office of Sponsored Programs (Bozeman, MT)**

Fiscal Manager 02/2019 – 07/2022

Responsible for life cycle service of a portfolio with approximately 15m-20m in annual research costs for approximately 200 active project budgets. Scope of work includes proposal development, proposal review, proposal submission, agreement review, agreement negotiation, financial oversight of research funding, prior approval requests, approval of corrections, sponsor invoicing, financial reporting, cost share reporting, and close-out procedures for a wide range of Federal and private sponsors to 12 departments, centers, and institutes. Sponsors include, but are not limited to: NSF, NIH, HRSA, USFWS, USFS, USDA NIFA, USGS, BLM, MT FWP, W. M. Keck Foundation, Alfred P. Sloan Foundation.

#### **Massachusetts General Hospital, Division of Infectious Diseases (Boston, MA)**

Grant Administrator 01/2016 – 01/2019

Promoted from Grant Coordinator and increased to 1 FTE solely dedicated to overseeing administrative and financial management of a 70+ federal, non-federal, foundation and industry sponsored awards portfolio in the Division of Infectious Diseases, totaling >\$6.5m direct costs in FY2018. Provided pre-award assistance and monitored all active awards for adherence to the terms and conditions of the agreement for 14 Principal Investigators; additionally, I monitored spending, created and reviewed financial reports, provided budget forecasting, managed staff and investigator salary allocations, subrecipient monitoring, and resolved accounting problems, errors, and deficits. Recruited as sole grant administrator to provide support for collaborative proposals throughout the Department of Medicine Divisions. Functioned as a project manager for a large CDC funded consortium, the administrator of two NIH T32 Training Grants, a Fogarty Training Grant, the ID Admin Core, and served as the division effort manager. Served as the

administrator for the Infectious Diseases Research Task Force, planned conferences, on-boarded new hire employees and students, facilitated performance reviews, and supervised one grant coordinator and summer student intern.

**Massachusetts General Hospital, Division of Infectious Diseases (Boston, MA)**

Grant Coordinator 06/2014 – 12/2015

Promoted from Staff Assistant III to Grant Coordinator and assumed pre- and post-award responsibilities for all grant activity of MGH ID faculty located at Partners Research building in Cambridge, MA (4) plus all Junior Faculty within the Division. Continued with program management of two NIH training grants. Assisted Postdoctoral Fellows and Junior Faculty with proposal preparation, and department level award management. This position was 0.5 FTE split with remaining 0.5 FTE for the Journal of Infectious Diseases, both under MGH Infectious Diseases Division.

**The Journal of Infectious Diseases (Cambridge, MA)**

Manuscript Coordinator 08/2013 – 01/2018

For over 4 years, provided manuscript coordination for the editorial office for the Journal of Infectious Diseases under Editor-in-chief Martin Hirsch, MD. Worked directly with authors, reviewers, publishers, editors, and production team throughout the submission process using an online editorial and peer review system to receive, track, and facilitate manuscripts and special supplement journal publications.

**Massachusetts General Hospital, Division of Infectious Diseases (Boston, MA)**

Staff Assistant III 06/2013 – 06/2014

Part-time administrative position responsible for two NIH Training Grants, plus administrative assistance to faculty located at lab facility. Proposal development of T32 competing renewals, and program management of training grant including trainee appointments and grant monitoring. Initial grant experience, and introduction to NRSA trainee appointments, eRA Commons, Peoplesoft, Xtrain, NCBI, Biographical Sketch, Other Support, Budget forecasting, financial reporting, OMB circulars. As administrator, processed expense reports, travel reservations, invoice payments, laboratory supply purchasing, contracted service agreements.

EDUCATION

Montana State University- Bozeman, MT, Graduated with Honors 2005

**Bachelor of Science in Elementary Education (K-8)**

- Pi Sigma Alpha chapter of Mortar Board national honor society

Montana State University- Bozeman, MT, *expected graduation 2024*

**Master of Public Administration (MPA)**

AWARDS

2017 Partners in Excellence Award (Individual)

CERTIFICATIONS & LICENSURE

2019 Research Administration Certification Council, Certified Research Administrator (certification no. 2019204630)

AFFILIATIONS & MEMBERSHIPS

2022 AAUW (American Association of University Women) – graduate student member  
2022 Montana State University Gender Equity Alliance  
2022 National Council of University Research Administrators (NCURA)  
2022 National Organization of Research Development Professionals (NORDP)

### COMMITTEES

2022 voting member, Montana State University Institutional Review Board (IRB)  
2022 member, NCURA Regional VII Professional Education and Development Committee  
2022 sub-committee chair for Gender Equity Alliance project for safe and inclusive off-campus research

### PROFESSIONAL DEVELOPMENT & EVENTS

MSU hosted DEPSCoR Day, event organizer, 2023  
Research Development Day, event organizer, 2023  
Montana State University, SafeZone Training 2021  
Leadership MSU, class of 2020  
Massachusetts Research Administrators Mentoring Program (Massachusetts General Hospital) 2015

### PROFESSIONAL PRESENTATIONS

- NCURA Region VII online Grow in Your Profession May 2023:  
Co-presenter “10 Recommendations for Early-Stage Research Administrators”
- NCURA Region II/VI/VII RM 2022 Meeting , Tucson, AZ, October 31 – November 3, 2022:  
Presenter “Make room on your broom: 10 people and skills to pick up as an early-stage Research Administrator”  
Co-Presenter “Building Better Budgets: How to leverage Excel efficiently”  
Co-Presenter “Overview of Research Terms and Conditions”
- Montana State University, PI Training, November 14, 2022
- NCURA Region II/VI/VII RM 2021 Virtual Meeting, October 19-21, 2021:  
Co-presenter “Work smarter not harder: Effective Excel formulas and tools for the Research Administrator”  
Co-presenter “The value of mentorship for Research Administrators in excelling their careers”
- Partners Healthcare, Research Management Training, 2016 and 2018:  
Co-presenter: T32 Training Grants – Departmental Administration

### PUBLICATIONS

Gatlin, T. (2022 March/ April) “A Central Office Approach to Fostering Research Relationships and Mission Success through Customer Service” NCURA Magazine, 154(2), 6-7.

### ELECTRONIC RESEARCH ADMINISTRATION

Grants.gov, eRA Commons, NIH ASSIST, Research.gov, Fastlane, BAAM, NSPIRES, GrantSolutions, eGMS Reach, HRSA EHB, Payment Management Services (PMS), ProposalCentral, InfoReady, Constant Contact, SPIN, Pivot, Academic Analytics, and Faculty Success.