PAUL C. BELOW, MBA, CRA

Executive Profile

Senior research administration executive and Certified Research Administrator with more than 30 years of progressively responsible experience in sponsored programs leadership, pre- and post-award administration, research compliance, contracting, policy development, training, and operational improvement. Currently serves as Senior Director of Grants & Sponsored Programs and an Authorized Organizational Representative at St. Jude Children's Research Hospital. Active within NCURA as a committee member, presenter, author, mentor, and discussion-group facilitator, with a sustained commitment to professional development, collaborative leadership, inclusive engagement, and advancement of the research administration profession.

NCURA Leadership, Service & Engagement

- **Committee Service:** Member, NCURA Select Committee on Diversity, Equity & Inclusion, 2024–2026.
- **Mentoring:** Mentor, NCURA Mustang Mentoring Program, Class of 2021.
- **Regional Engagement:** Presenter and discussion-group facilitator at NCURA Region III and Region IV Spring Meetings, including two sessions at the 2026 NCURA Region III Spring Meeting.
- **National Engagement:** Frequent presenter and discussion-group facilitator at NCURA Annual Meetings from 2017 through 2026, addressing research administration leadership, compliance, data integrity, workload management, clinical research, large-scale projects, collaboration, and facilities and administrative costs.
- **Thought Leadership:** Co-author of NCURA Magazine articles on crisis leadership in research administration (2025) and internal communication and collaboration (2021); featured presenter for the 2026 NCURA Ask the Author series.
- **Professional Commitment:** NCURA member since 2007 and Certified Research Administrator since 2014.

Professional Experience

St. Jude Children's Research Hospital, Memphis, Tennessee | January 2022–Present

SENIOR DIRECTOR, GRANTS & SPONSORED PROGRAMS

Authorized Organizational Representative

- Serve as an Authorized Organizational Representative with institutional signature authority for extramurally funded grants and contracts.
- Lead institutional policy development, operational strategy, and oversight for extramurally funded research.
- Advise executive and senior vice presidents, department chairs, and other institutional leaders on sponsored programs matters, including NIH data management and sharing requirements, NSPM-33, research security, and safe and respectful workplace expectations.
- Contribute research administration expertise to institutional task forces addressing executive orders, federal policy changes, and their operational impact on the research enterprise.
- Recruit, develop, and lead Grants & Sponsored Programs staff while advancing campus-wide training and professional development for department research administrators.
- Lead process-improvement initiatives spanning proposal development and submission, award setup, and subaward administration.
- Serve on the Workday implementation team, supporting integration between Huron Grants & Agreements and Workday.

University of North Texas Health Science Center, Fort Worth, Texas | January 2019–January 2022

INTERIM EXECUTIVE DIRECTOR

- Led the Faculty Research Support Team and Research Compliance Office.
- Launched process-improvement initiatives for IRB submissions and grant proposal development and submission.

DIRECTOR, FACULTY RESEARCH SUPPORT TEAM

Faculty Research Support Team

- Created job descriptions and established operating procedures for a new faculty research support function.
- Recruited and trained staff to deliver proposal development and award management services.
- Partnered with deans and department chairs to implement services across campus.
- Supported the campus-wide implementation of a new effort certification system.
- Contributed to revisions of university policies governing sponsored research and effort certification.
- Served as a member of the Research Executive Team.

University of Iowa, Iowa City, Iowa December 2011-December 2018

ASSOCIATE DIRECTOR

DIVISION OF SPONSORED PROGRAMS

- Lead Administrative Team and Co-Lead grants team
- Review and submit proposals on behalf of the University of Iowa
- Ensure compliance with federal, state and local regulations, Uniform Guidance and sponsor guidelines
- Communicate with sponsoring agencies regarding pre- and post-award matters
- Assist in Design and testing of UI's eDSP system
- Develop training including online budget development and Intro to DSP course
- Member of Post-Award Advisory board & Iowa Social Sciences Research Center board
- Manage budget reviewers and administration team
- Named UI Student Supervisor of the Year finalist 2016 and 2017

University of Northern Iowa, Cedar Falls, Iowa November 2009-December 2011

DIRECTOR OF POST-AWARD ADMINISTRATION (Grants & Contracts Administrator)

OFFICE OF SPONSORED PROGRAMS

- Negotiate terms and conditions of sponsored research grants and contracts
- Ensure compliance with federal, state and local regulations, A21, A110 and sponsor guidelines
- Review budgets and sign certifications for proposal submissions
- LEAN process review and implementation of post award administration improvements
- Develop and present sponsored program administration Department Head training
- Assist in university policy & guideline development for: special compensation, foundation vs. sponsored programs, effort allocation and certification, and cost transfers
- Manage Post Award administration team

University of Iowa, Iowa City, Iowa December 1992-November 2009

CONTRACTS ADMINISTRATOR II (October 1994 – November 2009)

DIVISION OF SPONSORED PROGRAMS

- Reviewed and submitted proposals/progress reports to sponsoring agencies as an authorized representative of the University of Iowa

- Ensure compliance with federal, state and local regulations, A21, A110 and sponsor guidelines

IIHR – HYDROSCIENCE & ENGINEERING
- Supervised 6 individuals in accounting, external relations and administrative activities
- Analyzed expenditures for all departmental funds (operating accounts, grant accounts, foundation accounts, endowment accounts and state appropriated accounts)
- Prepared budgets and required forms for proposal submittal through sponsored programs
- Monitored activity of Federal and Non-Federal Awards according to agency regulations
- Participated as Human Resources Representative for department
- Promoted from Sr Accountant to Contracts Administrator I to Contracts Administrator II

SENIOR ACCOUNTANT (July 1993 – October 1994)
GRANT ACCOUNTING
- Researched and made recommendations for computerized billing system
- Monitored activity of Department of Defense Awards and prepared required reports according to agency regulations and award specifications
- Reviewed and regulated gifts to the university and prepared required reports

ACCOUNTING SERVICES
- Reviewed 1099 status for purchasing
- Prepared budget summary reports and assisted in developing automated reports

SCHOLARSHIPS
- Supervised two individuals in daily scholarship activities including scheduling and training
- Resolved conflicts involving scholarship discrepancies with students and awarding agencies
- Developed procedures to adjust for new General Ledger system and Scholarship System

ACCOUNTANT (December 1992 – June 1993)
MFIS
- Member of the implementation team to install new GL: Millennium system.
- Consult with departments to structure accounts to best suit accounting and reporting needs.
- Recommended procedures to the departments for use in the new system.
- Assisted in development of accrual accounting presentation materials.

Rockwell GOSS, Cedar Rapids, Iowa October 1990-October 1992
COST ACCOUNTANT
- Verified and reconciled inventory through bi-monthly cycle counts audits
- Prepared 8 inter-company monthly billings for parts used for in-house manufacturing
- Assisted in implementation of new integrated computer system
- Developed procedures for input into AMAPS system; coordinated, organized and supervised 10-12 shop personnel in assessing physical inventory

Defense Contract Audit Agency, Cedar Rapids, Iowa June 1989-October 1990 AUDITOR
- Audited forward pricing contract proposals going to U.S. Department of Defense to ensure accurate pricing; following all FAR and CAS regulations and standards.
- Reviewed accounting systems and procedures; made suggestions to ensure company complied with FAR and CAS regulations and standards.
- Spoke on behalf of U.S. Department of Defense concerning cost negotiations with company
- Reviewed annual overhead rate agreements between company and the U. S. government.

Education

MBA, concentration in Finance, University of Iowa, Iowa City, Iowa

BA, Accounting, University of Northern Iowa, Cedar Falls, Iowa

Professional Development & Affiliations

- St. Jude Leadership Academy, Leaders Challenging Leaders class of 2024
- NCURA Select Committee on Diversity Equity & Inclusion, term 2024 - 2026
- COGR subcommittee on Uniform Guidance
- St. Jude Leadership Academy, Directors Core class of 2022
- Mentor, NCURA Mustang Mentoring Program class of 2021
- Certified Research Administrator, 2014–Present
- National Council of University Research Administrators (NCURA), Member
- Society of Research Administrators International (SRAI), Member
- UI Human Resources Series and UI Management Series
- Certificate of International Business
- How to Develop and Write Accounting Policies and Procedures seminar
- DCAA Contract Auditing, Federal Acquisitions Regulations and Cost Accounting Standards
- Passed CPA exam, November 1989

Articles

- Underwood, D, Below, P., Anderson, C. (2025 August), *Navigating the Unimaginable: Strategies for Research Administration in Times of Crisis,* NCURA Magazine*,* vol 57, No. 6*, pgs 5-6*
- Simpson, K, Wood, K, Remotigue, R, Below, P. (2021 October), *It takes a Village: Navigating Communication and Collaboration Internally,* NCURA Magazine*,* vol 53, No. 5*, pgs 4-5*

Presentations

- Below, Paul C., Pacino, Jenna (2026 August), *F&A Beyond the Lights: Rethinking the Real Cost of Research in a Changing Landscape,* Discussion Group at NCURA 68th Annual Meeting, New York, NY.
- Below, Paul C., Walker, Lynette (2026 May), *What the Core: Proposing and Managing Large Scale Projects,* Presentation at NCURA Region III Spring Meeting, Myrtle Beach, SC.
- Below, Paul C., Rich, Andrea, (2026 May), *The Collaboration Multiplier: Expanding Possibilities through Interinstitutional Research Office Partnerships,* Discussion Group at NCURA Region III Spring Meeting, Myrtle Beach, SC.
- Schiffman, Marc, Myles, Tanta, Underwood, Dawn, Below, Paul, (2026 February), *Ask the Author: Navigating the Unimaginable: Strategies for Research Administration in Times of Crisis,* NCURA Ask the Author series, Virtual.
- Below, Paul C., Gray, Stephanie, Bovencamp, Diane, (2025 August), *Leveraging ORCID in Research Administration,* Presentation at NCURA 67th Annual Meeting, Washington, DC.
- Simpson, Kathryn, Below, Paul C., (2024 August), *Data Integrity and Central Compliance: How to Develop Better Strategies to Pass Audits,* Presentation at NCURA 66th Annual Meeting, Washington, DC.
- Simpson, Kathryn, Below, Paul C., (2024 August), *Metrics and Management: How to Use Data to Better Manage the Desk,* Presentation at NCURA 66th Annual Meeting, Washington, DC.
- Mastromarchi, Alex, Simpson, Kathryn, Below, Paul C., (2023, August), *LGBTQ+ Diversity Training 101,* Presentation at NCURA 65th Annual Meeting, Washington, DC.
- Doeschot, Jennifer Cory, Below, Paul C., (2022, August) *Intro to Clinical Research,*

Presentation at NCURA 64th Annual Meeting, Washington, DC.

- Doeschot, Jennifer Cory, Below, Paul C., (2022, August) *Clinical Research Novices (and Experts) Wanted!,* Presentation at NCURA 64th Annual Meeting, Washington, DC.
- Below, Paul C., Simpson, Kathryn, Carson, Laura, (2022, August) *What the Core? Managing Large Scale Projects and Reducing Administrative Burden,* Presentation at NCURA 65th Annual Meeting, Washington, DC.
- Below, Paul C., (2021, October), *Reseeding Internal Funds: Returning Investment,* Presentation at SRA International 2021 Annual Meeting, New Orleans, LA.
- Below, Paul C, Hudachek, M. Lynn, (2021, September), *Workload Balancing for Pre-Award Administration,* Discussion Group Presenter at NCURA 63rd Annual Meeting, Washington, DC.
- Below, Paul C., King, Kathryn, (2021, September), *Reseeding Internal Funds: Lessons Learned at UNTHSC,* Virtual and In-Person Presentation at NCURA 63rd Annual Meeting, Washington, DC.
- Doeschot, Jennifer Cory, Below, Paul C., (2021, September) *Intro to Clinical Research,* Virtual presentation at NCURA 63rd Annual Meeting, Washington, DC.
- Below, Paul C., (2019, June) *Rein in Those Costs: Assisting PIs with Fiscal Management.* Presented at SRA Texas Chapter Meeting, Fort Worth, TX.
- Below, Paul C., Fowler, Sandy, (2018, April) *That's a Great Idea! The Financial Pains of Supporting Great Research Ideas.* Presented at NCURA Region IV Spring Meeting, Des Moines, IA.
- Below, Paul C., Hudachek, M. Lynn, (2017, August) *Problem Solving for the Pre-Award Office in Uncertain Economic Times*. Facilitated discussion at NCURA 59th Annual Meeting, Washington, DC.