



**President's Faculty Research and Development Grant
FY2020 Competition**

Request for Proposals

**Electronic Submissions Due:
Friday, January 25, 2019 - 5:00 p.m.**

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2 INTRODUCTION

To meet the needs of its many constituencies, the University has developed a Mission Statement that addresses the contemporary needs of students, faculty and staff, and community members throughout South Florida, other areas in Florida, and other states and international locations served through distance education:

The mission of Nova Southeastern University, a private, not-for-profit institution is to offer a diverse array of innovative academic programs that complement on-campus educational opportunities and resources with accessible distance learning programs to foster academic excellence, intellectual inquiry, leadership, research, and commitment to community through engagement of students and faculty members in a dynamic, life-long learning environment.

In 1999, in support of the University's mission, and to recognize and support NSU faculty in their research endeavors, President Ray Ferrero, Jr. initiated the program now known as the President's Faculty Research and Development Grant (PFRDG). From the beginning, the NSU Board of Trustees allocated \$2,000,000 to sustain PFRDG, which is now entering its twentieth application cycle.

Today, PFRDG continues to directly support Vision 2020's research-focused core values and strategic priorities by providing seed money for new research areas for which external funding will be sought, or to move current research initiatives to new levels of competitiveness for external funding. Because PFRDG leverages significant university resources to grow externally funded research activities, the program receives a considerable level of attention and support from the University's administration. A secondary PFRDG track also supports a small number of awards for scholarly research that contributes to general knowledge of the discipline, but for which external funding is not a likely or expected outcome.

In the history of the PFRDG program, the university has invested \$4.9 million in support of faculty research and scholarship. Recently funded studies include:

- **Assessing Shifts in Sponge Microbial Communities Across the Caribbean**
- **Rescue of aPKC: A New Approach for the Treatment of Inflammatory Bowel Disease**
- **Dual Functional Antiresorptive and Pro-Regenerative Drug for Bone Lytic Diseases**
- **Using Periodic Spatial Disturbance to Manipulate Cooperation in Bacteria**
- **Optimization of Epinephrine Sublingual Tablet for Pediatric Administration**

Such projects not only improve societal knowledge, but also engage the NSU community in research and scholarship, enhance students' academic experiences, and foster faculty members' pursuits of externally funded research.

For more information about PFRDG, please refer to www.nova.edu/pfrdg and the contact information provided on page 9 of these guidelines.

3 IMPLEMENTATION TIMELINE

The FY2020 President’s Faculty Research and Development Grant (PFRDG) implementation timeline is as follows:

- January 25, 2019: Electronic proposals due on the portal by 5:00 p.m.
- February 01, 2019: Screening completed and proposals routed electronically to reviewers
- March 1, 2019: Ratings submitted by review panels to the OSP
- March 27, 2019: Final award selections made by the President
- April 3, 2019: Notification letters sent to the Principal Investigators
- May 7, 2019: PFRDG Award Ceremony and Reception
- July 1, 2019: Earliest date FY2019 awards may begin

4 PROGRAM PURPOSE

The PFRDG program is designed to support work that:

1. represents new or expanded research and development activity for the university;
2. falls within both the university’s and the academic unit’s identity, goals and mission;
3. expands the knowledge and understanding of the academic community;
4. is disseminated, through professional review, outside of the university; and
5. represents a new research area for which external funding will be sought; or moves an existing research project to a new level of competitiveness for external funding or supports scholarly activities that contribute to general discipline knowledge, but are not expected to lead to external funding.

Special priority will be given to activities that include an interdisciplinary, collaborative component while achieving the above stated objectives.

There are two categories of funding, as described below.

4.1.1 The Research Development Track

This track is the traditional PFRDG program, and will continue to provide funding up to \$15,000 for research projects needing seed money for a new research area for which external funding will be sought, or that will move an existing project to a new level of competitiveness for external funding.

4.1.2 The Research Scholar Track

This track is designed to provide up to \$3,000 for a small number of scholarly research projects that contribute to general knowledge of the discipline, but for which external funding is not a likely or expected outcome. Funding will support activities such as publications in scholarly journals, book chapters, or exhibitions, as examples. Applicants in the disciplines of Humanities and Social Sciences (including Education, Business and Law) are encouraged to participate.

5 ELIGIBILITY

Individuals who are eligible to apply for external awards under the [Principal Investigator Eligibility policy #3.1](https://www.nova.edu/portal/osp/policies/forms/PI-exception-approval-form.pdf) (<https://www.nova.edu/portal/osp/policies/forms/PI-exception-approval-form.pdf>) can apply for PFRDG awards. This includes full-time faculty members, full-time research scientists, associate research scientists, full-time administrators with faculty rank, and professional staff (when research is part of their official duties). Individuals requiring an exception to apply for external funds under the Principal Investigator Eligibility policy **are not eligible** to apply to the PFRDG program. Individuals who serve as reviewers for the PFRDG competition are eligible to submit an application.

All individuals must have non-sponsored effort available in order to serve either as an applicant or a reviewer. Applicants who are 100% grant funded must obtain certification from their Dean that effort will be adjusted, in accordance with any sponsor requirements, prior to any award being made so that sufficient non-sponsored time is available to work on the project.

Eligible applicants are only allowed to submit one PFRDG application per grant cycle as lead Principal Investigator (PI), but an individual may participate as a collaborator on multiple applications. Applicants may not apply for both a Research Development and Research Scholar track in the same year.

Note that postdoctoral fellows, adjuncts, temporary employees, and visiting faculty members and scientists may serve as Co-Principal Investigators, but are not eligible to apply as the primary Principal Investigator of the project.

Past/current PFRDG recipients: FY2019 recipients are ineligible to apply for FY2020 funding. Applicants who have received a PFRDG in other past competitions are eligible to apply, subject to the following conditions:

- PFRDG recipients with active awards that are in a no-cost extension period will be eligible to submit a new application; however, the active project must be complete, with final report submitted, **prior to June 30, 2019**. **Failure to submit the Final Report by this date will result in forfeiture of new FY2020 funding as well as ineligibility to submit in the next year's PFRDG competition.**
- Past PFRDG recipients who have any final PFRDG reports that are overdue ***will not be eligible to submit a proposal***, unless the final report has been received by the FY2020 PFRDG deadline of January 25, 2019.

Past recipients with questions about the status of their reports should contact pfrdg@nova.edu.

PFRDG and Quality of Life: Applicants should **not** submit their application for funding to **both** the PFRDG and the NSU/Coordinating Council of Broward Quality of Life Community Based Applied Research Grant, but should select the program that best fits the nature of their research. Information about the Coordinating Council of Broward Quality of Life Community Based Applied Research Grant Application and Review Procedures can be accessed at <http://qol.nova.edu/>.

6 ELIGIBLE AND INELIGIBLE COSTS UNDER PFRDG

The following items are examples of eligible expenditures for PFRDG awards:

- Students hired through the Office of Student Employment.¹
- Other temporary employee assistance.
- Equipment (to be owned by the university). Applicants are permitted to submit a brief quote (no more than one page) within their appendices to further justify their budget costs.
- Research supplies and instruments, including test materials or other specialized materials.
- Core facilities costs, lab services, or other specialized service costs needed for the research (include under “Other”). NSU core facilities should be utilized if and when the needs of the project call for core facilities available through NSU. If NSU does not have the services and an outside provider is utilized, this will not impact scoring.
- Incentive payments to human subjects involved in the research. This includes direct costs for items such as stipends, registration fees, travel allowances and/or other incentives (i.e. gift cards) paid to human subjects involved in the research project. An average incentive payment normally does not exceed \$20.00 per visit.
- Special promotional activities (i.e., advertising for special clients or student’s participation, special seminars or conferences to promote activities, etc.).
- Focused travels for specific consultations/collaborations.
- Travel for formal presentation of scholarly work in professional venues.
- Travel to collect data.
- Consultants²

The following activities **will not be** supported through PFRDG:

- Faculty development travel (i.e., attendance at professional meetings when not presenting).
- Faculty release time or supplemental pay.
- Salaries of regular full-time/part-time employees, excluding temporary employee assistance.
- Cash advances for any non-travel related expenses.
- Payments to collaborating institutions or consultants, which exceed 30% of the total project costs (i.e., if a project is awarded \$10,000 no more than \$3,000 may be awarded to a subrecipient/consultant). This does not include payments to vendors for services.
- Conference travel costs for the purposes of dissemination of research results that exceed \$3,500 (*Not Applicable for Research Scholar Track*). There is no limit for travel associated with field activities necessary for the research.

¹ Student employees are permitted to work up to 20 hours a week when classes are in session and up to 37.5 hours a week when classes are not in session. The PI will determine the salary range which must be at least minimum wage. The PI must contact Patricia Chin in the Office of Student Employment after his/her account with OSP has been set up in order to create the student employment position for the award.

² Consultants are members of a particular profession or who possess a special skill who are not NSU employees. Costs of consultants are allowable when reasonable in relation to the services rendered. Payment for consultants should be comparable to the normal or customary fees charged for comparable services. Anticipated consultant services must be justified and information must be furnished on each individual’s expertise, primary affiliation, daily compensation rate, and the number of days of expected service. Consultants’ travel costs, including subsistence, may be included. If the applicant’s project is awarded, the consultant will be asked to provide his/her insurance information and execute an independent consulting agreement. Consultants do not include commercially available vendor services.

7 APPLICATION PROCEDURES AND REQUIREMENTS

Proposals must be submitted via the PFRDG Application portal, which can be accessed from the PFRDG web site at <http://www.nova.edu/pfrdg>.

7.1 PROPOSAL DEADLINE AND CONTENT

Completed applications are due **Friday, January 25, 2019 at 5:00 p.m.** The completed application package must include:

1. General Information (refer to items below and page 9 for further instructions)
2. Proposal Narrative (refer to page 10-11 for further instructions)
3. Dean's Commitment Form (refer to page 7-8 for further instructions)
4. Attachments (refer to page 11 for further instructions)

7.2 COLLABORATIVE PROJECTS

According to NSF's Grant Proposal Guide: "A collaborative proposal is one in which investigators from two or more [academic units or] organizations wish to collaborate on a unified research project." This collaboration should work towards a common goal, be more effective with the involvement of multiple investigators and advance the mission of all participating units and/or organizations. A project identified by the applicant as a collaborative project must demonstrate true collaboration by including a description of the role of all collaborators on the project within the narrative, and for external collaborators, by providing a Letter of Commitment (see below). **Collaborative projects with entities internal and external to the university are encouraged and will receive *up to* an additional 5 points.**

External Collaborations: If the project includes an *external collaborator*, the proposal will require a Letter of Commitment* on official letterhead from the external collaborator. The Letter of Commitment should address:

1. Who is the collaborator?
2. What is the main purpose of the collaboration?
3. What is the time period of the collaboration?
4. What are the responsibilities of the collaborator?

Note: Whether or not an academic unit collaborates with one academic unit or five academic units, the proposal can only receive a maximum of *up to 5* extra points for collaboration. **It will be the decision of the review panel to determine if the proposal meets the criteria for collaboration and how many of the additional 5 points will be awarded. While external collaborations are documented by a Letter of Commitment*, internal collaborations are documented by signature of the participating researcher's Dean on the Dean's Commitment form (see Section 7.4 on following page), which is required for additional points to be given.**

*Each Letter of Commitment must be uploaded as a PDF file in the **Attachment/Upload** section of the electronic proposal. All Letter of Commitments should be legible and readable when uploaded into the proposal application. If the Letter of Commitment for the external collaborator is not submitted with the application, *no additional points will be given.*

7.3 PROJECTS INVOLVING STUDENTS

Student involvement means that one or more students will directly benefit from the project and be involved at the author-level (e.g. by participating in the production of a paper, poster or presentation from the project's results). Projects involving students are strongly encouraged, but the faculty member's research should be the primary focus, in accordance with the purpose of the PFRDG program. A project identified by the applicant as a project that involves students must include a description of the students' roles on the project within the narrative. **The PFRDG is not intended to support a student's thesis or dissertation, and as such, projects should not be referred to as a "Student's Thesis" and/or "Dissertation"**. PFRDG projects that involve students at the author-level will receive *up to* an additional 5 points.

Note: Whether or not an investigator involves one student or five students in the project, the proposal can only receive *up to* a maximum of 5 extra points for student involvement. **It will be the decision of the review panel to determine if the proposal meets the criteria for student involvement and how many of the additional 5 points will be awarded.**

7.4 REQUIRED ACADEMIC UNIT DOLLAR MATCH AND DEAN'S COMMITMENT FORM

No less than half of the funding for the proposed PFRDG project must be covered via a match from the academic units.

Submissions must be endorsed by the Dean of the academic unit in which the project will be administratively housed, and by Dean(s) of other academic unit(s) participating in the collaboration, **whether or not the academic unit is providing dollar or resource support**. Such endorsement will be provided via the *Dean's Commitment Form*, available on the PFRDG website [www.nova.edu/pfrdg].

The Dean's Commitment Form indicates each participating Dean(s)' approval for the faculty member to devote a portion of his/her non-sponsored effort to the project and must include the NSU faculty/named personnel (including the PI) from each academic unit, title of the proposal, and type of commitment (if applicable). The form specifies the commitment from the Dean(s) to fund the proposed work, with at least a dollar-for-dollar match (each Dean must include the exact dollar amount of the match they are contributing – the total must represent half of the total request), as well as the commitment of all other resources (for example, space, equipment, personnel time etc.) necessary to carry out the project.

Note: The matching dollars from the academic unit(s) must represent new allocations for faculty development and must not diminish existing resources for faculty support in the academic unit(s).

It is expected that Deans be able to identify **specific commitments at the time of proposal submission**. However, if due to unforeseen reasons, it is not possible to identify the exact match arrangements at the time of submission, the following statement should be included in the Dean's Commitment Form: *"Should the proposal be awarded, the exact match will be determined as soon as possible after the award announcement."*

In addition, PIs who would like to use a PFRDG award to meet the matching requirement of an external grant may submit a request and justification to the OSP prior to the PFRDG submission.

The OSP will be responsible for obtaining approval from Dr. Gary Margules, VP-RTT. If approved by the VP-RTT, the Dean(s) must note on the Dean's Commitment Form that in the event the external grant is not funded, the Dean(s) will meet the PFRDG match requirement.

Instructions: The Dean's Commitment Form [www.nova.edu/pfrdg] **must** be must be uploaded as a PDF file in the **Attachment/Upload** section of the proposal. A separate form must be uploaded for each academic unit participating in the collaboration. The Dean's Commitment Form will address the following:

- A. Approval and support for the proposed work, including approval for the faculty member to devote a portion of his/her non-sponsored effort to the project
- B. Commitment to the indicated match (exact dollar match amount is required)
- C. Commitment of all other resources (e.g., space, equipment, etc.) necessary to successfully carry out the project

8 PROPOSAL CONTENT

Applications will be completed using the PFRDG web portal, which will be made available from the PFRDG website [www.nova.edu/pfrdg]. Applicants must develop responses for each section of the application using the fields and text boxes provided, as noted below. The application should be proofread and edited prior to submission to ensure that there are no mistakes.

8.1 IMPORTANT TIPS FOR USING THE WEB-BASED PORTAL

- Check the box "Keep me signed in" when logging into SharePoint. This should prevent session timeout.
- Save your information using the "Save/Submit" button at the bottom of the application. Once the application has been saved, you may go back and edit the application. *Save your information frequently.*
- To enable "Save Application" function the following **MUST** be completed:
 - At least one character should be entered in all required fields (marked with a red asterisk).
 - Upload at least one attachment (however, multiple attachments are required).
 - Do not exceed character limits.
- **Your information will be lost if:**
 - you attempt to exit the application, if the application times out, or if the window is closed prior to saving your application.
- Limited text formatting is available through Rich Text Formatting, only if Internet Explorer is used.
- Applicants may develop their responses using a word processing software, and cutting and pasting into the web application. However, please note that some formatting in the word processing software **may not carry over** when text is copied into text fields.
- For further detailed explanations on using the web-based portal, please visit www.nova.edu/pfrdg.

8.2 GENERAL INFORMATION

- **Title of Project:** The title may not exceed 81 characters, including spaces and punctuation.
- **Project Track:** Select the appropriate PFRDG Research Track for your project.
- **Are you a recipients of FY2019 Award?:** Select “yes” or “no” as appropriate. Only one active PFRDG is allowable per lead PI. Please refer to Eligibility requirements on page 4 for more details.
- **PI Information:** Provide the name (follow NSU’s database), terminal degree, College/Center, Department, title, telephone number, and email of the Lead PI. All fields are required.
- **NSU Faculty/Named Personnel on Project:** Provide the name, terminal degree, College/Center, Department, and email address of participating NSU collaborators (up to four may be included). Please verify accuracy, as information will be used for award/recognition purposes, if the project is funded.
- **NSU Students on Project:** Provide the name, highest earned degree, College/Center, and Email Address of NSU students that will be involved in the project (up to four may be included). Please verify accuracy, as information will be used for award/recognition purposes, if the project is funded.
- Check the box to indicate if the project will be a collaboration (see pg.6 for more information regarding collaborations).
- **Dean’s Information:** Provide the Dean’s name, Academic Unit, and exact dollar amount of all matching commitments (Dean’s Commitment Forms must be uploaded for all NSU collaborators).
- **External Collaborators:** Check the box if there will be external collaborators. If yes, complete required information, and attach a separate Letter of Commitment for each collaborator. *Note:* If “person/individual” is selected as the “External Collaborator Type”, the highest degree of the individual must be provided. Additional external collaborations should be detailed in the text box.

8.3 RESEARCH COMPLIANCE

Indicate if the project involves the use of human subjects, animal subjects, recombinant DNA and/or other biohazardous agents, radioactive materials, human stem cells, or foreign collaboration/export to a foreign location. While review and approval of the appropriate research compliance area is not needed at the time of application, it will be needed prior to initiation of any research for funded projects. Applicants may wish to obtain preliminary guidance that may aid in the development of their proposal. Refer to the chart below for contact information for each area.

Compliance Area	Contact
Human Subjects	irb@nova.edu
Animal Subjects	NSUIACUC@nova.edu
Recombinant DNA/Biohazardous Agents	IBC@nova.edu
Radioactive Materials	RSO@nova.edu
Human Stem Cells	ESCRO@nova.edu
Foreign collaboration/Export of Items to Foreign Location	Export control review pending funding.

8.4 PROPOSAL NARRATIVE

Narrative Responses: All narrative responses should be written using a formal scientific style that is understandable to reviewers **who are not specialists** in your area of research. All important technical abbreviations, equations, formulae, jargon, software programs, and highly specialized terminologies should be explained in lay terms.

- **Abstract** (*limited to 30 lines of text*): Provide an abstract or structured summary of the proposed work, not to exceed 30 lines of text, with emphasis on need/background, rationale, methodological design and material/data analysis, and significance of the study.
- **Background and Significance** (*limited to 12,015 characters, approximately 3 pages*): Explain the significance and innovation of the project, according to the literature. If there are no preliminary data presented, the literature should establish the basis for feasibility of the proposed work.
- **Objectives** (*limited to 4,005 characters, approximately 1 page*): State the objectives and summarize the expected outcomes. Describe what problems or knowledge gaps will be solved by the completed project.
- **Project Description** (*limited to 12,015 characters, approximately 3 pages*):
 - a. Include a *Plan of Work* that provides an appropriate plan for meeting objectives, with a clear explanation of activities, strategies, and/or procedures.
 - b. Identify *Potential Benefits* to the university as a result of this award.
 - c. **Methodology and Design** (*Not Needed for Research Scholar Track*) – Describe your research methods and experimental design, addressing as appropriate, preliminary data, the environment (location, equipment, facilities, resources), involvement of human subjects, use of animals, materials to be used, data collection tools/techniques, statistical tests/data analysis and interpretation, software/databases to be used.
- **Roles** (*limited to 4,005 characters, approximately 1 page*): Describe the roles of the PI, collaborators, students and the work that each individual will contribute to the project. Refer to pages 6-7 for information about projects involving students and collaborators.
- **Feasibility:**
 - a. Provide a plan for how the research will be implemented, with a timelines/milestones and proposed completion date. (*limited to 4,005 characters, approximately 1 page*)
 - b. Describe the location(s) where the work will be conducted and administratively placed (in what academic unit). (*limited to 4,005 characters, approximately 1 page*)
 - c. Describe what challenges may cause the project to fail to meet its objectives, and how you plan to resolve problems if they occur. (*limited to 4,005 characters, approximately 1 page*)
 - d. Past PFRDG Performance (*limited to 2,003 characters, approximately ½ page*): If you have received a PFRDG award in the last 3 years, for your most recently completed award, please provide:
 - 1) The award number, amount and period of support for the project;
 - 2) The title of the project;
 - 3) A summary of the results/description of outputs and outcomes (include a copy of the Final Report submitted to the OSP as an attachment);
 - 4) Publications resulting from the award;
 - 5) If appropriate, a description of the completed work's relationship to the proposed work.

- **Budget and Budget Narrative:**
 - a. Line item budget: Provide a line item budget, using the fields provided (refer to examples of eligible and ineligible costs on page 5).
 - b. Budget Narrative (*limited to 4,005 characters, approximately 1 page*): Describe/justify the requested expenses in relation to project activities. Research-related and conference-related travel should be relevant and necessary to the work or dissemination of project results. Failure to adequately justify any expense in relation to the objectives of the project could negatively impact the proposal score. Research Development requests may not exceed \$15,000. Research Scholar requests may not exceed \$3,000.
- **Dissemination (*limited to 2,003 characters, approximately ½ page*):** Explain how the findings will be disseminated to a wider audience.
- **External Funding (*Not Needed for Research Scholar Track*) (*limited to 2,003 characters, approximately ½ page*):** As part of the Development Track's goal for external funding, PI's are required to submit to an external sponsor within 15 months after the award close date. In this section, provide a detailed explanation of your plans to obtain external funding which could include the following:
 - a. *A description of the external funding opportunities to which you plan to apply.* Include the funding agency, anticipated due date, length of award, award ceiling, and how the opportunity is appropriate to your project.
 - b. *A proposal action plan and timeline of activities for a potential proposal submission to an external funding entity.* The timeline must demonstrate that the development of the proposal submission will be completed 15 months after the end date of the award.
 - c. A publication plan with targeted journals listed.

Attachments (*Files should be Uploaded Separately as an Adobe PDF for Each Attachment*):

- **References Cited (required):** This section must include bibliographic citations only and must not be used to provide parenthetical information outside of the Project Description.
- **Deans Commitment Form (required):** Completed Deans Commitment Form should be uploaded as a separate attachment for each Dean for collaborating academic units, and should outline the respective portion the required 50% match and other commitments to support this project.
- **Curriculum Vitae/Biosketch (required):** Upload for all named personnel.
- **Final Report (past recipients only):** Attach the final report of your last funded PFRDG application within the last 3 years, if applicable.
- **Letters of Collaboration (required for external collaborators):** Upload for each external collaboration.

9 PROPOSAL REVIEW PROCESS

Proposals are screened and a 24 hour cure period may be given to address issues of non-compliance. If the proposal is not in compliance, it will be returned to the applicant without review by January 31, 2019; proposals in compliance will be forwarded electronically to a review panel.

Proposals will be reviewed and rated by a panel comprised of NSU faculty/researchers, including past PFRDG awardees. Panels conduct reviews of all proposals and collaboratively determine the rating and ranking for each. Applicants are reminded to write their proposals for a general audience and provide sufficient explanation of any technical information so content is understandable to non-experts in the field. Jargon should be avoided.

Panel(s) are led by the panel chair chosen by the VP-RTT. Panel chair(s) are responsible for facilitating panel review sessions, as overseeing collection of reviewer scores. The final summative score will be submitted to the OSP, thereby attesting to the validity of the scores.

Reviewers will adhere to a strict time line for reading and evaluating the proposals. A sample of the *PFRDG Scoring Rubric* will be located on the PFRDG website [www.nova.edu/pfrdg].

Once all reviews are complete, the OSP will tabulate the Proposal Rating Forms and submit a completed report to the VP-RTT and Senior Vice President for Translational Research and Economic Development, and the highest ranked proposals will be presented to the President. The President will make the final selection of award winners by March 27, 2019. Notification letters are set for distribution on April 3, 2019. All applicants are provided their final score in notification letters. Funded projects begin July 1, 2019, pending compliance with post-award procedures.

Please be aware that the level of external funding an individual may have for other projects is not considered in the evaluation of the individual's President's Faculty Research and Development Grants application. Each project or submission is to be graded on its own merits, and not on the investigator's past or present external funding.

10 AWARD CEREMONY

Each year, the President hosts an award ceremony to acknowledge all the participants in the PFRDG competition. It is a wonderful opportunity for the applicants to meet their colleagues as well as for the administration to acknowledge the participants' hard work and dedication to the university. The date of the award ceremony is May 7, 2019 at 3:00 p.m. with location to be determined. This information, and updates if any, will be posted on the PFRDG website, www.nova.edu/pfrdg.