

## INSIDE:

### PAGE 2

*NIH Guidelines  
Announced*



### PAGE 3

*Capital View*



### PAGE 4

*Senior  
Administrator's  
Corner*



### PAGE 5

*NCURA Works with  
Business- Higher  
Education Forum*



*Membership Votes in  
First Board Election*



### PAGES 6-7

*Regional Corner*



### PAGE 10

*Cost Sharing  
Symposium*



### PAGE 11

*The Ins and Outs of  
Contract Language*



### PAGES 13-18

*Advertisements*



### PAGE 19

*NCURA Calendar*

## A Letter From The Editors

*by Richard Keogh and Gunta Lidars*



**Richard Keogh**

New challenges typically engender feelings both of excitement and apprehension. So it is with your new co-editors of the Newsletter, who have been charged with keeping the NCURA membership informed and enlightened (perhaps, even inspired!) over the next three years.

Our Discomfort stems, in large part, from the impressive achievements of Dick Seligman, our predecessor who, along with the expert support of Kathy, Tara, and other members of the NCURA staff, greatly strengthened the effectiveness and increased the scope of the Newsletter over the preceding three years. This, INDEED, will be a tough act to follow!



**Gunta Lidars**

Our excitement also derives in part from others—most notably Nancy Wilkinson, President, and Regina White, Vice President, who are

committed to finding ways of reaching out and connecting a seemingly ever-increasing number of NCURA members. In an article published for the preceding Newsletter, Nancy suggested that the increasing diversity of NCURA “communities” be used to promote better communication among members and promote participation of increased numbers of individuals in NCURA activities.

We believe the Newsletter can be one of the most important and useful instruments in achieving these goals. It is in this spirit, that we suggest a few modifications to the Newsletter that could provide better-focused news and commentary to the membership and, simultaneously, involve more members in the development of articles. For several years, the Newsletter has featured a Regional Corner, featuring updates from representatives of NCURA's regions. We suggest expanding the number of “Corners” periodically featured in the newsletter to include other kinds of communities. Each “Community Corner” might be fostered by one or more “contributing editors”, who would be responsible for generation of articles (either written by themselves or others) of particular interest to other members of

*(Continued on page 8)*

### Letter to the Outgoing Editor:

Dear Dick (Seligman):

You are going to be a hard act to follow. It is with great appreciation for your kind words of encouragement, and yes, a bit of trepidation that I undertake the editorship of the NCURA Newsletter. I could not pass up the opportunity to both thank you for your support and to let you know that I will be joined in this task by a co-Editor, namely Richard Keogh of Rhode Island College. With the help of Richard's energy and creativity, we will strive to continue to make the Newsletter vital, interesting and a communications centerpiece for our professional society.

Sincerely,  
Gunta

## NCURA Historic Moment!

*See page 5!*

## A New Look for ERA V

*by Barbara Gray*



**Barbara Gray,**  
*Co-chair ERA V*

As we go to press, program committee members are hard at work planning a new and improved fifth NCURA special interest conference on Electronic Research Administration (ERA) scheduled for August 3-6, 2000. President Nancy Wilkinson challenged the committee to “shake up” ERA, and they have taken the charge seriously.



**David Wright,**  
*Co-chair ERA V*

The first major consideration early in the planning process was meeting location.

Although many of us enjoy the quiet ambience of the Emory Conference Center—and the incredible spread of foodstuffs during the breaks—it is time to

*(Continued on page 9)*

## 42nd Annual Meeting Program Takes Shape

*by JoAnn Moretti*



**Brian Farmer,**  
*42nd Annual Meeting Co-chair*

In my sixteen years as a research administrator I have frequently witnessed the dedication, tenacity and strength of character exhibited by my fellow colleagues. Neither the overly eccentric principal investigator, nor last minute deadlines, nor the suddenly materialized auditor will keep the ever-diligent research administrator from maintaining appointments and fulfilling obligations.

*(Continued on page 8)*



**JoAnn Moretti,**  
*42nd Annual Meeting Co-chair*

# NIH Announces its Principles and Guidelines for Obtaining and Disseminating Biomedical Research Resources

by Ann Hammersla

On December 23, 1999 NIH published in the Federal Register (64 FR 72090) its "Principles and Guidelines for Recipients of NIH Research Grants and Contracts on Obtaining and Disseminating Biomedical Research Resources." These Guidelines stem from an NIH Advisory Committee recommendation that NIH provide guidance to its grantees regarding dissemination of biomedical research resources. Examples of biomedical research tools or materials are: cell lines, reagents, databases, animal models, drugs and drug targets, computer software, and monoclonal antibodies.

NIH's new policy consists of two parts: Principles, which set forth the fundamental concepts on dissemination of biomedical research resources, and the Guidelines, which provide specific information to research administrators and patent and license professionals on implementing the Principles. NIH's goal is to provide guidance so that grantees: 1) determine reasonable terms and conditions for making NIH-funded research resources available to scientists in other institutions in the public and private sectors, and 2) do not accept unreasonable terms and conditions when receiving access to research tools

for use in NIH-funded research. Such unreasonable terms would include those that are inconsistent with the requirements of the Bayh-Dole Act and with NIH funding requirements.

NIH's four Principles provide guidance when institutions accept and distribute their own biomedical research resources both to other research institutions and to for-profit organizations. The Principles set forth NIH's policy to ensure academic freedom and publication, compliance with the Bayh-Dole Act, minimization of administrative impediments to academic research, and ensure dissemination of research resources developed with NIH funds. The Principles provide guidance on balancing an institution's dual responsibilities of using and disseminating research tools with academic research with the importance of commercialization of some of the research materials. As stated in the Policy, imposing reach-through royalty terms as a condition for the use of a research tool is inconsistent with the Principles of ensuring dissemination of research resources developed with NIH funds. Also inconsistent with the Principles are royalties on the sale of a final product that does not embody the tool, or other reach-through rights directed to a final product that does not embody the tool.

Institutions are not discouraged under these Principles from seeking patent protection in accordance with Bayh-Dole. However, the research tools or material should be licensed in a manner that maximizes the potential for broad distribution of the research tool, including distribution with reasonable terms for research purposes.

The Guidelines provide assistance to academic institutions in management of research materials as well as strategies for implementing the Principles with both non-profit and for-profit organizations. Use of the Simple Letter Agreement found in the Uniform Biological Material Transfer Agreement should be used for the majority of transfers to not-for-profit entities. NIH has also provided a new one-page version of the Simple Letter Agreement in the Guidelines, which academic institutions are also encouraged to use as much as possible. In transferring research tools to for-profit entities for their internal use, institutions should ensure that the tools are transferred with the fewest encumbrances as possible.

The Guidelines recognize that the nature of advancing science and technology is dependent on the unique factual circumstances and NIH expects Recipients of NIH funding to determine the most appropriate means to achieve the Principles when the Guidelines do not provide a feasible strategy. Research administrators are encouraged to develop their own institutional policies and processes that are consistent with the Principles and Guidelines. Minimizing administrative burdens in using and disseminating research materials is very important to research administration offices, faculty, and further development of the technology. Disseminating NIH's Policy widely on campus and using the simple one-page letter agreement should be encouraged as much as possible.

This new NIH Policy should help institutions strike the balance between the needs of scientists and their research programs, as well as the capacity to transfer important research resources to the marketplace.

*Ann Hammersla is the Associate Vice Chancellor for Research at the University of Illinois at Urbana-Champaign.*



by Tony DeCrappeo

# Capital Views

It is a remarkable time for research support in Washington. Just a few short years ago conventional wisdom both within and outside the government, looking at a shaky national economy, strong foreign competition, escalating federal budget deficits, and growing misgivings about the state of scientific ethics, predicted continued decline in federal appropriations for research. Universities began a process of setting priorities in areas of education, research, administrative downsizing and outsourcing that has had mixed success.

And where are we now? It is fair to say that basic research has never before seen the current level of bipartisan support in Congress. Most observers agree that the historic turnaround and growth of the U.S. economy is largely the result of innovations in information technology, biotechnology, and medicine begun as university-based basic research. While the primary beneficiary so far has been NIH and its grantees, the President's FY2001 budget calls for increases for virtually all research funding agencies, including the largest increase in history for NSF, and ten interagency R&D initiatives managed by the National Science and Technology Council.

And the response of Congress? Not enough! At least as far as a bipartisan group of Senators and House of Representatives appropriators is concerned. While the President recommends a \$1 billion increase for NIH, Senate Resolution 253 calls for a \$2.7 billion increase on the way to doubling the NIH budget by 2003. The higher figure is supported by the Chairman of the House appropriations subcommittee. While it is uncertain whether this current research funding euphoria will continue or even be realized, particularly when Congress has retained spending caps on discretionary programs, we do seem to be in a period of great enthusiasm and support for research.

So to paraphrase Alfred E. Neuman, are we worried? Of course—for as any good research administrator knows, more money and attention is sure to be followed closely by heightened scrutiny in the form of compliance reviews and questions of accountability. Factor in the increased complexity much of today's cutting edge research, ethical considerations of government-university-industry relationships, and just the sheer volume of added research funding on many campuses, and the result is university administrative support and research infrastructure straining to keep pace. Then there are the demands of electronic research administration systems that hold great promise to streamline the process, but so far have many scratching their heads wondering why it seems more difficult to submit a proposal electronically than on paper. Also we cannot forget our federal auditors and indirect cost rate negotiators, who are ever creative (e.g., cost sharing and contributed faculty effort) and who will not be swept aside in a rush to outcomes-based research performance measures—process and accounting are not so easily denied.

There are several current initiatives that have the potential to relieve some of the pressure on university systems. President Clinton issued a Presidential Review Directive in

April 1999 directing the National Science and Technology Council to work with the research community to identify stresses in the government-university relationship and develop principles that articulate the roles, responsibilities, and expectations of each of the partners in research. The Office of Science and Technology Policy has developed a proposed set of guiding and operating principles, one of which addresses cost sharing and another emphasizing the importance of the linkage between graduate education and research. The challenge will be whether OSTP can translate these policy statements into actual practices at the agency level.

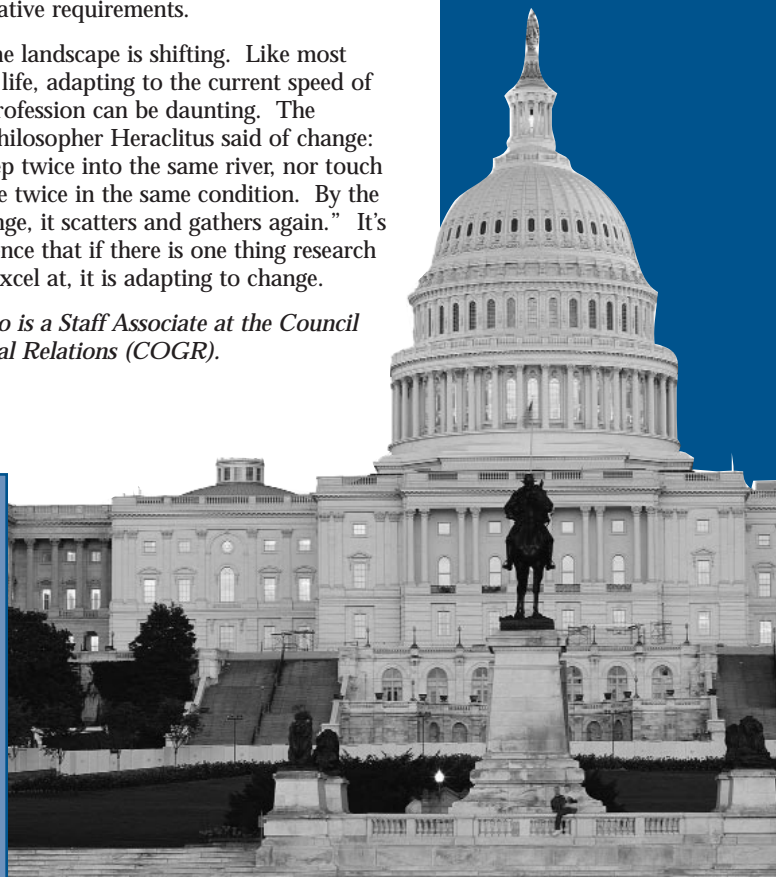
A second potentially helpful step was passage of the Federal Financial Assistance Management Improvement Act late last year. This law requires OMB to work with agencies on simplifying administrative rules for applying for, managing, and reporting on grants. This is one of those pieces of legislation that gives somewhat broad guidance on achieving its purpose, so how OMB proceeds and what they will choose to emphasize is as yet uncertain. There is a clear call in the law for a common electronic research administration system that grant recipients would use for all interactions with federal agencies. This provision could be used by OMB to require agencies to join in the Federal Commons concept, which currently seems to be languishing a bit in development.

Finally NIH has established a Regulatory Burdens Advisory Committee. This 10-member panel recently held its first meeting and will follow up on last year's NIH-sponsored study that suggested reforms in five areas—human subjects protection regulations, animal care regulations, misconduct in science, conflict of interest, and hazardous materials. Some of the recommendations from the study have already been implemented, and NIH officials appear committed to identifying streamlining methods in their own regulations and engaging with other agencies to eliminate duplicative requirements.

So once again the landscape is shifting. Like most other aspects of life, adapting to the current speed of change in our profession can be daunting. The ancient Greek philosopher Heraclitus said of change: "No one can step twice into the same river, nor touch mortal substance twice in the same condition. By the speed of its change, it scatters and gathers again." It's been my experience that if there is one thing research administrators excel at, it is adapting to change.

*Tony DeCrappeo is a Staff Associate at the Council on Governmental Relations (COGR).*

*It is fair to say that basic research has never before seen the current level of bipartisan support in Congress.*





## Senior Administrators Corner

by Anthony Merritt

When Gunta Lidars asked me to write a piece for the Newsletter for senior research administrators, it started me thinking about what we mean by “senior”. On the one hand, we might be referring to those of us who are beginning to gray and getting a little long in the tooth, not the most flattering description. On the other it might refer to those members who are in more senior positions with extensive experience and significant management responsibilities. In either case it hopefully means those who have gained some wisdom and insight about this strange calling we call research administration and who are in positions of responsibility at their institutions with some influence on policy. While the audience for these pieces is primarily the individuals previously described, more junior members will also benefit from what I hope will be some thoughtful discussion of various aspects of our business.

While I certainly qualify as a “senior administrator” by the first definition above and possibly the second as well, I certainly have only one perspective on the issues in this field. I hope to stimulate some of my “senior” colleagues to share their wisdom with us in future articles. In fact, it is anticipated that periodic articles for senior administrators will be a model for other groups within our Council for regular articles on different aspects of research administration. I encourage anyone who wishes to participate to contact me or the editors with their ideas.

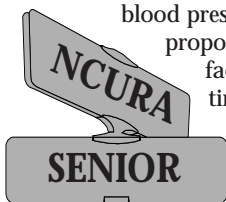
In the interest of priming the pump so to speak, I would like to talk about the rapid changes occurring in our business and how they may affect the way we manage our operations. I started in research administration long before there was a PC on every desk. NSF had never dreamed about FastLane, nor had NIH created IACUCs. We had electric typewriters (non-correcting), dial phones (no voicemail), no Xerox, no Federal Express and lower blood pressure. We had the luxury of time to review proposals (at least a few hours), time to talk to faculty and assist them with their proposals, time to enjoy lunch with our colleagues around the campus and time to develop relationships with our counterparts in the agencies. Looking back, it was truly a golden age!

While many of the tools and techniques we use to do our work have changed, the focus of our efforts, supporting the research activities of our faculty and students, hopefully has not. The advent of the computer and other technology has made us more efficient and able to process ever-greater amounts of work, but at a cost. While most of our staffs have grown, they have not done so at the same rate as the growth of the workload. We are expected to continue to do more with the same or less. Our relationships with our counterparts in the federal government have never been better, thanks to FDP and other joint efforts, but the pressures from auditors and other regulators are at an all time high. Many of our institutions are modernizing information systems and organizational structures, but sometimes at the cost of losing control of our destiny. I worry that at a time when federal support for academic research is reaching undreamed of levels and exciting new technology may relieve us of much of the drudgery in our work, that we may lose sight of our primary objective of supporting academic research.

As technology plays an ever greater role in doing the day to day work, and more and more of the actual processing of proposals and financial transactions is pushed out to the schools and departments, the role of the central research administrator changes. As federal regulators, congress and the public demand ever increasing regulation and greater compliance, our relationships with our faculty and our federal counterparts are altered. As our organizations adopt new information systems, which lead to a more decentralized management environment, our ability to manage our work becomes more complicated. It is these issues that “senior” research administrators need to be grappling with if they are to be able to lead our profession forward in this new millennium. We need to learn to harness technology to eliminate unnecessary work while enhancing our ability to comply with the myriad of regulations we are subject to. We need to work with our counterparts in the government to influence those at higher levels to minimize regulatory burdens without compromising compliance. And we need to work within our own institutions to assure that new systems and organizational structures are implemented in ways that minimize risk while maximizing our faculty’s ability to do their research and scholarship.

As the old proverb says, we truly live in interesting times. The challenges we face as a profession are enormous but the opportunities they present are endless. If we are to take maximum advantage of these opportunities, our senior colleagues must lead the way because they have the experience and wisdom to help us influence the policymakers to reach the right decisions.

*Anthony Merritt, a Past President of NCURA, is a Senior Advisor, Research Services at the University of Pennsylvania.*



## NCURA Works with Business-Higher Ed Forum

**NCURA** has begun assisting the Business Higher Education Forum as it moves forward on a major project, the Research Collaboration Initiative (RCI). For those of you unfamiliar with the Business Higher Education Forum, it is a partnership of the American Council on Education and the National Alliance of Business. The goal of the RCI, sponsored by the Forum, is to foster a greater number of more effective university-industry research collaborations. To accomplish this end, the RCI initially will develop a set of guiding principles to promote better understanding between Chief Executive Officers at both research-intensive universities and companies and their collaborating practitioners. By working with entities that are currently involved in these types of collaborations and achieving an understanding the issues facing both education institutions and commercial organizations, the RCI intends to compile a set of “best practices.” A best practice guide will be written to assist the research collaboration novice from both university and industry.

RCI Project Director Mike Champness believes the resulting report, due out this summer, will be the catalyst for even greater dialog between universities and industry. “Because the environment for collaborations is generally very favorable right now, it should be possible to have a dialog conducive to developing the actionable

recommendations we seek,” Champness said. “The CEO members of the Forum recognize there is no such thing as a one-size-fits-all approach and believe that getting the various parties together to talk about common concerns will be a key part of any long-term strategy for change.”

In December, a group representing both universities and industry met at the NCURA office, both in person and via a telephone conference call. The group shared how their organizations are organized to facilitate research collaborations and, as expected, heard that there are many different approaches. Dialogue on approaches taken by technology transfer offices, sponsored research offices, and corporate and foundation relations, revealed that there are numerous ways to function in this arena, although certain skill sets were common to all.

Marenda Weiss, Associate Dean, Graduate School at the University of Wisconsin-Madison has formed a small group of members (Mark Doremus, University of Wisconsin-Madison; Steve Erickson, Boston College; Wayne Kuenstler, University of Texas at Austin; Marianne Rinaldo Woods, University of Texas at Dallas and NCURA Executive Director, Kathleen Larrett) to assist the Forum by reviewing the RCI’s initial documents and identifying best practices. NCURA members will be kept up-to-date on the work of the RCI through the Newsletter.

### NCURA Historic Moment: *Membership Votes in First Board Election*

On January 14, 2000, JoAnn Moretti, NCURA’s Nominating Committee Chair and Director of Sponsored Programs Administration at Harvard University Medical School, opened the polls for members to cast ballots in the first Board election in the history of this organization.

Members were asked to vote for two at-large candidates to the NCURA Board of Directors. Also on the January ballot: two candidates for Treasurer-elect. The membership was given the opportunity to vote in this election electronically via the NCURA web site although, those requesting paper ballots were accommodated.

#### **Coggins and Keogh Elected**

Thomas A. Coggins of the University of South Carolina and Richard Keogh of Rhode Island College were elected to two-year at-large positions on NCURA’s Board.

Coggins, a member of NCURA for 20 years, is Associate Director of Sponsored Programs and Research at South Carolina. He recently completed a two-year term as Secretary of NCURA. In addition, Coggins was Program Chair of ERA II and was actively involved in the restructure of NCURA’s governance.

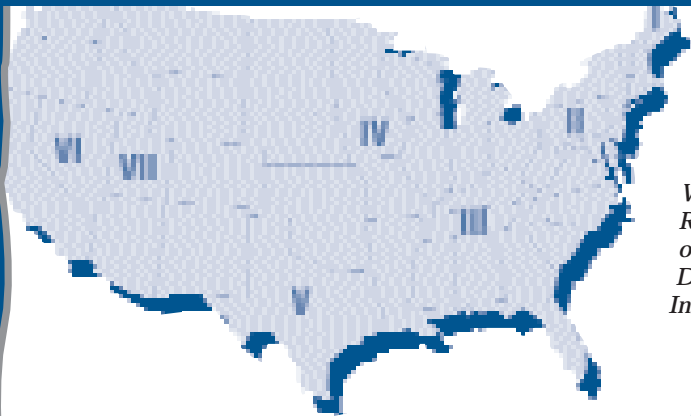
Dick Keogh, Director of Research and Grants Administration at Rhode Island, just recently completed a stint as co-chair of NCURA’s very successful 41st Annual Meeting. During his 17 years of membership, Dick has served the organization in a number of capacities including Chair of the New England Region and, as noted in this issue of the newsletter, has just accepted the position of Co-editor.

#### **Seward Wins as Treasurer-elect**

Bonny Boice Seward, was the winning candidate in the election for Treasurer-elect of NCURA. Seward, Treasurer of the Research Foundation of SUNY, joined the Council in 1989. She has served the association as Treasurer of the Mid-Atlantic region and as a member of the National Finance & Budget Committee. Ms. Seward is currently chair of NCURA’s national conference on Financial Research Administration, scheduled May 9-11, 2000, in Nashville, TN. She will take office on January 1, 2001.

#### **Other Balloting**

In another request for ballots, the membership voted approval of NCURA’s Articles of Incorporation with 97% of the votes cast affirmatively. The Articles are now in concurrence with NCURA’s newly revised Bylaws which were approved by the membership in December.



## REGION I New England

In my last update from Region I, written in late November, I had commented on how warm and toasty the weather had been. A lot has changed in the weather department since that article. Winter is upon us here in New England and of course when it happens we're always surprised. After getting ready for the Annual meeting and the Holiday's the months of January and February tend to be less busy times for Regional activities.

Our RADG meetings are continuing and Robert Forrester from Pricewaterhouse-Coopers was our featured speaker at our meeting in January on the topic of "The Grants vs Gifts Dilemma". This topic seems to be an issue at a lot of institutions these days which accounts for the large turnout we had for this session. Our March RADG meeting is scheduled for March 15 with representatives from Ropes and Gray discussing FOIA and the Shelby Amendment. I think this one will be popular as well.

The Advisory Committee with input and advice from Sally Tremaine, Past Chair of the Region, has been reviewing and modifying the Regional By-laws. It was necessary to modify our by-laws to bring them into compliance with the recent changes made on the national level and at the same time we took the opportunity to update them and to give them a more "professional" look. The modifications are currently under review by the Advisory Committee and will be sent out for a vote soon.

The Spring 2000 meeting is coming together. The program is in the final stages with the expectation that it will be sent out around April 1. Remember to keep May 21 - 24 open on your calendar

and I will look forward to seeing you in Hyannis on warm and sunny Cape Cod.

*William M. Corbett, Jr. is Region I Chair and Director of Research Administration, Dana-Farber Cancer Institute.*

## REGION II Mid-Atlantic

Belated Happy New Year! As we move well into this first year of the new century, plans are being finalized for the annual spring meeting. The meeting will be held Sunday April 30 through Tuesday, May 2, in Alexandria, Virginia. Our hotel site will be conveniently located at the Old Town Holiday Inn, on King St, in the heart of this charming city. The program committee, led by Denise Clark from Cornell and Marti Dunne from NYU, has done a great job putting together an engaging program.

This year's program theme is "Back to the Future: Beyond Technology." Now that Y2K is behind us and most of us have been pushed by NSF to implement at least some elements of ERA, we find ourselves struggling once more with issues which have an all too familiar ring: cost sharing; research compliance; intellectual property. These topics, which have been on the back burner for a while, have re-emerged recently with a new urgency. A low-tech, high-interaction format will be the order of the day with plenty of audience participation encouraged.

Program plans include a choice of Sunday afternoon workshops on cost sharing and OMB Circulars, with hospitality events scheduled for later that evening. Monday morning will lead off with our plenary speaker, Dr. Norine Noonan who is Assistant Administrator for Research and Development at the EPA. A wide array of informative programming intended to engage your participation will follow. Scheduled topics include the growth of sponsored research, undergraduate initiatives, ERA decision making, and compliance. The day's offerings will conclude with an interactive plenary exploring the federal budget process that will provide an entertaining overview on this mysterious and convoluted administrative ritual. Tuesday's program will feature sessions on electronic resources evaluation and conclude with a plenary wrap-up on the latest developments from Washington.

Springtime is lovely in the metropolitan DC area, and Alexandria with its federal period architecture and pedestrian friendly compact size is no exception. Participants can also look forward to a social evening at the Torpedo Factory, on the Potomac Waterfront.

Elsewhere in regional business, we'll be working to bring you updates on the effects of the passage of the National referendum revising the NCURA by-laws, and what this means for the region. President Nancy Wilkinson will be joining us for the meeting, and presenting her thoughts on the future direction of NCURA.

So, make those spring travel plans, and we'll look forward to seeing you there. For the latest updates on the program, visit the web site at <http://www.osp.cornell.edu/ncurair>

*Michael Crouch is Region II Chair and Director, Office of Research, University of Pittsburgh*

## REGION III Southeastern

Under the direction of Program Committee Chair Olivia Pope (Florida State University), plans are shaping up for the joint NCURA/SRA Spring Meeting at the Grove Park Inn in Asheville, North Carolina. The meeting will begin with workshops on Sunday, April 16, 2000 and continue with the regular program through noon on Wednesday, April 19, 2000. Keep an eye on the regional website for the most up to date information regarding registration and accommodations.

Region III members are busy planning another meeting to be held this summer. Barbara Gray (College of Charleston) is co-chairing ERA V with former Region III member David Wright. Region III will have a strong presence in the development of the program as two other members are serving on the committee, Bruce Derr (Emory University) and Stephen Williams (Wake Forest University).

Region III continues to demonstrate its leadership at the national level. Congratulations are in order for Tommy Coggins (University of South Carolina) who was recently elected to one of the two at-large seats on the newly formed NCURA Board of Directors.

On a more somber note, members were saddened to hear about the recent death of Tim Forte, husband of longtime Region III member Karen Forte (Embry-Riddle

Aeronautical University). Region III has donated \$250 to the Tim Forte Scholarship Fund established in his memory at ERAU. He was killed in an automobile accident in January and is survived by Karen and their four children. All NCURA members are encouraged to make an individual contribution to this fund and can do so by sending a check to:

Laura Porter, Office of Development,  
Embry-Riddle Aeronautical University,  
600 South Clyde Morris Boulevard,  
Daytona Beach, FL 32114-3900

Checks should be made payable to "ERAU Annual Fund," with "Tim Forte Scholarship Fund" written on the memo line. Any questions should be directed to Laura Porter at (904) 226-7205. Thank you in advance for your generous contribution.

*Dawn B. Stein is the Assistant Director, Division of Sponsored Research and Training at the University of North Florida.*

## REGION IV Mid-America

---

Our Region IV Spring Meeting in Omaha May 6-9, 2000 is what our members' minds are on right now. "Celebrating the Centuries: Reflecting on the Past, Insuring the Future" is the theme chosen for the combined meeting with SRA Midwest Section. Co-chairs Kathy Taggart (representing NCURA) and Tom Kormos (representing SRA) and their committees have planned a meeting loaded with content that will make each of us, "Research Administrator...In the Know."

Currently planned for the program are a National Workshop, "Scared Straight" to be held Saturday afternoon and up to four workshops on the following Sunday morning. Eighteen or more concurrent sessions are planned with topics that, in total, cover the full range of research administration including pre/post-award, electronic research administration, clinical trials, tech transfer, small institutions and indirect costs (F & A). Diane Jaeger of NIH and Jean Feldman of NSF will be there to give updates of their respective agencies. The program will include the traditional roundtables that offer a chance for more in depth discussion with smaller groups. For the opening reception we will go off-site to the Omaha Henry Doorly Zoo's outstanding aquarium exhibit.

The meeting will take place in a beautiful new Embassy Suites Hotel, adjacent to the Historic Old Market. The Market has more than a few restaurants where all of our many different taste preferences will be

satisfied. It also has theaters, pubs and taverns, antique shops, and many, many other specialty shops.

According to Awards Committee Chair, Joanne Altieri, this year for the first time Region IV will be soliciting nominations for our three award categories electronically. The award categories are: 1) Distinguished Service Award; 2) Kevin Reed Outstanding New Professional Award; and 3) Meritorious Contribution Award.

All current Region IV members should have received an e-mail blast directing them to Region IV's home page at [www.udmercy.edu/ncura4/webedit.htm](http://www.udmercy.edu/ncura4/webedit.htm). Read, ponder and NOMINATE some deserving Region IV member for one of our esteemed awards. If you got the e-mail blast (or if you didn't) and have not stopped working long enough to do something nice for someone, please do it now! The deadline for nominations is April 3, 2000.

The Region IV Nominations Committee of Ed Herran, Christine Creadon, Ibrahim Nisanci, Alison Sylvester, Crystal Taylor-Nevils, and Kadijatu S. Timbo determine a slate of candidates for the spring elections.

The leadership positions open effective at the spring meeting in Omaha are: Chair-Elect, Secretary and (2) Executive Committee Members. The nominations committee intends to carry on the proud tradition of excellent leadership by fielding a strong slate of candidates.

Don Boydston, Chair of our Site Selection Committee, and Dorothy Spurlock are visiting Madison and Minneapolis this month to find out which location best meets our criterion for a host city for our 2001 Region IV spring meeting. We will keep you posted.

*Ellen D. Rogers is Region IV Chair, and Associate Director, Office of Research, University of Notre Dame*

## REGION V Southwestern

---

Greetings from Region V!

Congratulations to Laura Wade, Director, Office of Grant and Contract Services, University of Texas at Arlington, who was named Chair of Region V in December when Scott Smith resigned to take a new job in Atlanta! And, best of luck to Scott in his new position!

The Region V Spring meeting will be held in Fort Worth, Texas from April 16-19. Those who haven't been to downtown Fort Worth recently will be in for a real treat, as Fort Worth has a very exciting downtown

and we've scheduled the meeting to overlap with Fort Worth's famous Main Street Arts Festival.

The Region V Spring Conference Program Committee is working hard to develop a program that will appeal to all NCURA Region V members - from those who are new in the field of research administration to those with 20+ years experience. The Committee consists of Reata Busby (University of North Texas), Susan Wyatt Sedwick (University of Oklahoma, Norman), Al Soltow (University of Tulsa), Laura Wade (University of Texas, Arlington), Tom Wilson (Baylor College of Medicine), David Wright (University of Texas Medical Branch-Galveston) and me.

Three workshops will be offered on Sunday (4/16): Fundamentals of Research Administration will be presented by Laura Wade (University of Texas at Arlington), Susan Wyatt Sedwick, Ph.D. (University of Oklahoma, Norman) and Michael R. Leshner (University of Texas at Arlington); How to Give Presentations will be presented by Myrta Stager (University of Texas Medical Branch-Galveston); and Training the Departmental Administrator will be presented by Steve G. Kaminsky, Ph.D. (Baylor College of Medicine).

We have two very exciting plenary sessions planned. The opening plenary session, "University Research in Support of Counter-Terrorism," will be presented by Major General Robert Allan Goodbary, Director of Military Relations, Oklahoma State University. The Closing plenary session, "SameOldThing.com," will be presented by Dr. Frederick Droege, president of an international management consulting firm

Twenty-seven concurrent sessions will be offered Monday through Wednesday (4/17-4/19) in the areas of Pre-Award, Post-Award, departmental administration, as well as Electronic Research Administration and professional development.

Our Chair, Laura Wade, has appointed an Ad hoc Finance Committee, consisting of Anne Sherman (Houston Advanced Research Institute), Joan Howeth (University of Oklahoma, Norman), Myrta Stager (University of Texas Medical Branch - Galveston) and Debbie Jennings (University of Oklahoma, Norman).

David Wright (University of Texas Medical Branch-Galveston) has graciously agreed to serve as Region V's Webmaster. Our Web Content Committee consists of Brett Henry, chair, (Texas Engineering Experiment Station, Texas A&M University System),

*(Continued on page 9)*



## ...from the cover

### A Letter From The Editors (Continued from page 1)

the community. Despite their specific focus, such articles also should be relevant and interesting to colleagues residing in "neighboring communities".

Some articles, for example, might focus on issues of particular concern to the "Biomedical Corner", while others might be more related to other communities such as Finance, ERA, Preaward, Intellectual Property/Technology Transfer, Departmental, HBCU/MUI Institutions, Predominantly Undergraduate Institutions, Senior Research Administrators, and the like. Admittedly, it would be prohibitively expensive and impractical to include an article for every corner in every newsletter printed for distribution. But this need not prevent us from implementing the practice. Although some editions of the newsletter might include an important article on a "hot topic" of particular concern to a "community", others might include only a short notice or comment, while other editions might place a particular "Corner" on temporary hiatus until the next edition.

To exemplify the concept more precisely, we are pleased to publish our first Senior Research Administrator Corner article, written by Tony Merritt, one of our profession's most respected research administrators and a recipient of NCURA's prestigious Outstanding Achievement Award in Research Administration (see page 4). We urge you to read Tony's article and then give us your reaction to the creation of such "Corners". We especially want to hear from those of you potentially interested in joining Tony as a contributing editor for a particular community focus. If the general concept seems worthwhile and we obtain sufficient contributing editor volunteers, we would be willing to extend the concept for two or three editions, soliciting your feedback as we go along.

As noted earlier, the Newsletter has expanded in length and scope over the past few years. This trend likely will continue as the membership grows and becomes more diverse, especially if we include articles of relevance to an increasing number of "Community Corners". Expansion of a printed newsletter can

be good, but such expansion always incurs increased cost, which can overwhelm the best intentions. NCURA currently is examining its communication vehicles, including the Newsletter, the Research Management Review (containing longer and more scholarly articles) and its newest tool, E-News (periodic electronic bulletins transmitting time sensitive announcements) to determine how publication services can best be enhanced, delivered, and coordinated.

Electronic communication can be a highly cost-effective way to disseminate information in a manner both timely and flexible. In addition to removing some problems inherent with print publications (e.g., length limitations, page layout constraints, production and mailing delays), electronic delivery mechanisms can provide more rapid access to time sensitive information, enable sharing of information with colleagues quickly and easily, and provide readers with links to related articles and web sites.

As NCURA and communication technology both move forward, we will need your continual guidance and feedback as to how you want your news, commentary, and articles packaged and delivered. How can we best utilize our electronic and printed communication tools? We solicit your feedback to questions of format as well as your reaction to the concept of multiple "Community Corners". Only with your responses, guidance, and contributions can the newsletter continue to serve the needs of the NCURA membership in the most cost-effective manner possible. Please forward written comments to Newsletter Editors, NCURA, One Dupont Circle, NW, Suite 220, Washington, D.C. 20036 or by e-mail to [editors@ncura.edu](mailto:editors@ncura.edu)

We are most grateful for the opportunity to serve all NCURA communities as newsletter co-editors, and fully expect to be back with further requests for your feedback and contributions in the very near future.

*Gunta Lidars and Dick Keogh are Co-Editors of the NCURA Newsletter. Gunta also serves as Acting Director, Office of Research and Project Administration at University of Rochester. Dick serves as Director, Office of Research and Grants Administration at Rhode Island College.*

### 42nd Annual Meeting Program Takes Shape (Continued from page 1)

But those experienced know the ultimate challenge is a snowstorm in D.C. Some of you "old-timers" may recall being stranded at the Hyatt Regency following the 29th Annual Meeting. But even that experience pales in comparison to the "mother of all snowstorms" that almost prevented your Annual Meeting Program Committee from gathering in Washington to begin developing the program for our 42nd successive meeting. However, in usual form and from all corners of the country, the Committee made it to the Washington Hilton and Towers for the January 25 meeting and took care of business. We did have a few casualties who could only make it as far as the "snow wall" and then had to turn back home, but these individuals still "showed up" electronically to give their input.

The Committee constructed a skeleton program that is in the process of being "loaded" into the Meeting Planner - a new tool being used for the first time for the upcoming annual meeting. The Planner allows the Program Committee and NCURA staff to develop the program on-line. Information

on workshops and concurrent sessions, including moderators, speakers, room assignment and capacity, audiovisual equipment, and a myriad of other details that go into the development of an annual program, all can be inserted on-line. And everyone who has access can simultaneously experience the gestation of the annual meeting (and it is nine months long too!).

Members will be able to browse the conference by track and time frame as well as search on criteria such as speaker or keyword. In addition, members will be able to see information about the speakers and moderators, based upon information provided by the speakers and moderators, or based upon information contained in the profile. Once you have registered for the conference you will be able to build a custom "day planner" by selecting individual or grouped sessions (tracks) and have a printable schedule.

Stay tuned! The Committee will keep you updated on the development of the program in successive editions of the Newsletter.

*JoAnn Moretti is co-chair of the 42nd Annual Meeting and Director, Sponsored Programs Administration, Harvard Medical School.*

## Regional Corner

(continued from page 7)

Jan Madole (Oklahoma State University) and Vicki Cox (Baylor College of Medicine); Ad hoc members are David Wright (University of Texas Medical Branch - Galveston) and me.

*Susan Krause is Vice Chair of Region V, and Director, Philanthropy and Research Services, Texas Children's Cancer Center, Baylor College of Medicine*

### A New Look for ERA V (Continued from page 1)

grow and to move to a centralized (and perhaps cooler) location where more of our members have the opportunity to attend. So, as Tara Bishop put it after a long but successful day of hotel negotiations, "Gas up the NCURAmobile. We're going to Chicago!" To be more specific, we're going to the Hyatt Regency McCormick Place Hotel and Convention Center on the shores of Lake Michigan.

And what a facility it is! The 800-room Hyatt Regency hotel, only one year old, is a modern, airy assembly of glass, chrome, terrazzo, and wood. It is connected via an enclosed walkway to McCormick Place Convention Center, the largest exhibition and meeting complex in the country. We will use one floor of one wing of the Convention Center for the ERA meeting. All this bright, modern, "wired" space translates into enough sleeping rooms for everyone in one place, more sessions and laboratories, and fewer technical set-up difficulties. After each day's activities, attendees will be just a short cab ride from many of Chicago's famous eateries, the Loop, Michigan Avenue (the shopper's paradise), Navy Pier (with its seventeen-story Ferris wheel), theaters, the museum campus, and city nightlife.

One of the mantras of past years is "More labs!" With the expanded meeting space, the committee plans to add an additional computer lab room (for a total of three). More hands-on sessions will be presented, and the most popular offerings will be repeated so that everyone will have the opportunity to attend the sessions that they need. And hands-on opportunities won't be limited just to the labs. The committee is planning several concurrent sessions that will provide outcome-oriented skill building in administrative procedures and practices.

ERA V will have several new twists. "Threaded" sessions are being planned that, through sequenced workshops, sessions, and/or laboratories over the course of the meeting, will allow participants to move from general understanding of the topic to application of new skills, in some cases in a hands-on environment. Another proposed innovation is a "Solutions Showcase." In past years, attendees were challenged to find sufficient time to explore ERA systems in detail between meeting sessions. This year, we hope to arrange formal presentations by both for-profit vendors and universities who have developed and are licensing their own systems so that attendees who are in the market for a particular ERA product can "comparison shop." Of course, vendors will also be invited to exhibit as usual and provide the same kind of individualized attention as they have in the past.

The program committee is very excited about the new look of ERA. But the planning process is far from complete, and we would like very much to hear suggestions from the membership. The NCURA office has established an ERA conference discussion website at <http://www.ncura.edu/buildingera5/> where you can submit your ideas and comments. We are looking for input on topics and possible speakers for keynote and plenary sessions, concurrent and hands-on sessions, labs, vendor presentations, and special events/after-hours activities. If your suggestions don't fit any of these categories, just use the "grab bag" option.

We also invite you to call any of the program committee members to discuss your ideas. Your dynamic, diverse, and energetic ERA V planning team includes Barbara Gray, Co-Chair (College of Charleston), David Wright, Co-Chair (The University of Texas Medical Branch), Bruce Derr (Emory University), Mary Bet Dobson (Turner Consulting Group), Rojielynn Fay (University of California, San Diego), Ken Forstmeier (Pennsylvania State University), Jon Peterson, Technical Coordinator (Colorado State University), Samantha Westcott (University of California, Los Angeles), Cindy White (Washington University, St. Louis) and Stephen Williams (Wake Forest University).

Now, pick up your pen, take out your calendar, and reserve August 3-6, 2000, for a fabulous summer trip to The Windy City and the best ERA conference yet!

*Barbara Gray is co-chair of ERA IV and Director of Research and Grants Administration, College of Charleston.*

## REGION VI Western

We are in the midst of preparation for the Spring Regional Meeting in Seattle, and are looking forward to a terrific meeting. This year's meeting will have five, half day workshops and almost two days of concurrent sessions.

The Travel Award winners for the Seattle meeting are Kathleen Dooley, of the University of California, Davis and Ellen McCumsey, of the University of Oregon. My thanks to the Travel Award committee of Joan Root, Washington State U, Tim Godsil, U. Oregon and Olivia Armstrong, UC Berkeley and to the Chair, Geri Walker, Western Washington U.

The Outstanding Achievement in Research Administration Award committee is also hard at work on this year's selection. That committee is Alice Martini Doyle (Chair), Loyola Marymount U., Gary Chaffins, U. Oregon and Louise Moore, UC Santa Barbara.

Hal Gollos is once again planning the 5th annual region VI/VII joint golf tournament. It will take place at the Jefferson Park Golf Club on Beacon Hill in Seattle. Many thanks to the semi-retired Don Allen for helping procure this location. This is the golf course where Fred Couples learned to play golf. Please see the on-line program on the Region VI web page for details. Everyone is welcome to participate.

See you in Seattle!

*Carol Zuiches is Chair of Region VI and Director, Office of Grant and Research Development, Washington State University*



# Cost Sharing Symposium

by Pat Fitzgerald

A Symposium on Cost Sharing, co-sponsored by Stanford University and the University of California System and supported by the Federal Demonstration Partnership (FDP), was held in San Francisco, California on December 1, 1999. The Symposium was one of a series of public hearings held by the Office of Science and Technology Policy (OSTP) to solicit comments on the Presidential Review Directive-4 report, "Renewing the Federal Government-University Research Partnership for the 21st Century." A distinguished group of speakers representing major research universities and Federal agencies discussed the myriad of accounting and compliance issues associated with current cost sharing requirements. Although many different views were presented, there was unanimity on one point; cost sharing has created problems that need to be fixed!

***"The reality of cost sharing is that it will continue to be required by agencies and that there are endemic practices and policies that regulatory revisions may not change."***

Cost sharing is an integral component of the government-university partnership. Because of its importance and the stress that it has caused to the partnership, cost sharing must be evaluated as a public policy issue, NOT an accounting issue. Absent explicit Federal policies governing cost sharing, auditors' and negotiators' interpretations of cost accounting rules have become de facto Federal policy. Lack of clarity in the cost sharing policies of Federal funding agencies coupled with inadequate policy coordination between Federal funding agencies and cognizant audit/negotiation agencies has created a

situation where institutions are expected to comply with government policies and practices that often conflict. Solving these problems will require a set of clearly articulated Federal principles that will shape both cost accounting and cost sharing policies. It is critical for Federal policy makers, however, that all proposed changes to Federal regulations be accompanied by estimates of the cost impact to the government.

Formulation of Federal cost sharing principles and the implementation of regulatory changes will not solve all of the problems associated with cost sharing, as some of these problems are endemic. Cost sharing may still entail "sizeable" university expenditures and Federal principles will not eliminate "bidding wars" among the large and increasing number of research-oriented universities. However, the adoption of government wide principles on cost sharing accompanied by changes to the Federal costing regulations can mitigate many of today's problems. Policy changes could make cost sharing practices of the Federal funding agencies clearer and more consistent, minimize the F&A penalty associated with cost sharing, and reduce the administrative burden.

The Symposium consisted of four sessions, highlights of which are summarized below.

## **Setting the Stage: Principles and Philosophy**

One reason for the problems caused by cost sharing is that the policies and objectives of the Federal agencies are not coordinated and at times conflict. Government "specialists" (i.e. auditors, negotiators, regulators) generally equate the "best interest of the government" with providing the lowest cost to the government while Federal agencies such as OSTP view the "national interest" from a science policy perspective. Because there is no Federal policy defining "national interest," cost accounting rules have been adopted which create financial and

administrative problems for universities, place the focus of accountability on accounting measures, not performance measures, and do not promote science policy. Furthermore, when cost sharing by universities is encouraged by Federal agencies as a means of leveraging program funds, there is a negative impact on the merit review process as well as institutional budgets.

A critical issue in resolving these cost sharing problems is how to inform Federal agencies to consider and reflect the science policy perspective of OSTP in future regulatory changes. It is also important to recognize that there is a legitimate Federal rationale for cost sharing. Universities continue to benefit after the life of a grant by, for example, earning revenues from the licensing of intellectual property developed from Federally funded research. Such benefits underscore the appropriateness of institutions sharing in the cost of research. The reality of cost sharing is that it will continue to be required by agencies and that there are endemic practices and policies that regulatory revisions may not change.

## **Agency and Institutional Expectations: Why Is Cost Sharing a Problem Now?**

Why is cost sharing a problem now? The problems associated with cost sharing are not new but have gained prominence in recent years. One reason is the different perspectives of Federal funding agencies versus Federal auditors and negotiators, particularly with respect to effort contributed by investigators to research projects. Another is the implementation of cost accounting standards. A third is increased competition between institutions for Federal awards, one factor prompting investigators to offer more and more cost sharing in order to make their research proposals more attractive to sponsors.

For federal program officers, accountability is related to scientific progress on the project, as measured by performance indicators such as numbers of scientific publications. Program officers don't receive time and effort reports and often have no idea of the financial impact that voluntary cost sharing has for the institution; successful performance of a project has little to do with accounting measures. Auditors and negotiators are focused on enforcement of accounting policies that require consistent classification of costs, even though these policies have negative financial consequences for universities and serve as a disincentive for the institution to provide cost sharing. Cost accounting rules designed for commercial contractors have been imposed on universities with no recognition of the fact that the university environment is very different from the commercial world.

Faculty are concerned about the deteriorating climate that exists in research because of cost sharing. Proposals are often rejected due to insufficient (unfunded) effort and increasing pressure to waive F&A costs creates internal strife for the faculty and the institution. There is also a perception that increased reporting requirements are driving up the cost of research for institutions.

## 🌀 Financial Implications

Cost sharing on research projects diverts resources from other functions of the university; teaching and public service lose when we cost share. When a PI spends part of his time on a sponsored award but does not charge his salary to the sponsor, the public receives the benefit of his expertise gratis. But it costs the university money when faculty volunteer effort because this cost sharing reduces the institution's F&A rate and recoveries. Accounting for faculty effort is problematic in an academic setting and the Federal requirements to track contributed effort increases administrative costs for universities. These factors are disincentives for the university to cost share and create a climate that is detrimental to the government-university partnership.

Cost sharing also has implications for public institutions and their relationships with state governing boards. For example, state budget officials look at F&A cost recovery in relation to how state funds are used at the institution. States are concerned with who is paying the bill for cost sharing, what benefits there are to the institution and whether state funds are being used to supplement Federal projects. Increased cost sharing may have the effect of reducing formula-driven funding the university receives, thus creating funding shortfalls.

From the Federal government's perspective, there is acknowledgment that current costing regulations have created problems. Federal auditors and negotiators view cost sharing from an operational perspective; they enforce the rules as they are written and will continue to do so until public policy and cost accounting rules both change. However, the evaluation of potential rule changes is hampered by a lack of data. We don't really know what sharing really costs since most schools have not tracked their cost sharing expenditures. Understanding these costs is critical since OMB will insist on data collection and analysis before proceeding with regulatory changes.

## 🌀 Where Do We Go From Here?

COGR/AAU/NASULGC/FDP collaborated on a report that addressed several of the cost sharing principles articulated in the PRD-4 report. The report from these organizations argues that limitations on the reimbursement of otherwise allowable costs (the 26% cap on administrative costs, for example) are unfair. Although institutions may agree to contribute intellectual resources to research projects, they do not also agree to cost share the associated F&A costs. Furthermore, increasing compliance expectations by OPRR and other Federal agencies are increasing the cost of compliance, yet these compliance costs are subject to the administrative cap. Is the cost of regulatory compliance implicit cost sharing?

The FDP approved a demonstration for "Enhancing Accountability with Qualitative Reporting" which addresses two PRD-4 recommendations: "Accountability and Accounting Are Not the Same" and "Agencies and Universities Should Manage Research in a Cost-Efficient Manner." The demonstration will assess whether the elimination of effort reporting has an adverse effect on faculty contributions to the scientific conduct of the project or research outcomes. It will also explore whether qualitative factors of accountability can be developed to ensure proper stewardship of Federal funds with less burden and cost than effort reporting.

***We don't really know what sharing really costs since most schools have not tracked their cost sharing expenditures.***

***Understanding these costs is critical since OMB will insist on data collection and analysis before proceeding with regulatory changes.***

Clearly, cost sharing is a public policy issue that must be addressed at the national level. Under what circumstances is it appropriate for the Federal agencies to require cost sharing? How much of the cost of research is the government willing to pay and how much should universities contribute? What is the impact of proposed regulatory changes and how do we justify this? Finally, any solutions to the cost sharing problems must address the political implications of trying to fix OMB Circular A-21 before the end of the current administration.

*Pat Fitzgerald is the Director of Cost Analysis, Massachusetts Institute of Technology.*

## Not even a surprise winter snowstorm could stop or even slow down the NCURA live satellite video series.

While what the DC television news people called the “Blizzard of 2000” wreaked havoc on the east coast -- shutting down most businesses in the District and the federal government as well -- NCURA staff, production crew, and program faculty walked, metro'd, and cabled through the snow to the Reuters studio on January 25th to put “The Ins and Outs of Contract Language” on the air.

Even most of the dedicated members of the 2000 annual meeting program committee, who served as the studio audience for the telecast, made it to the studio.

From all reports, their efforts were well rewarded with another excellent telecast. Bob Killoren, Assistant Vice President for Research at Penn State, led off by setting the context for

industry-university negotiations for research contracts. Next, Mark Righter, a partner in the law firm of McQuaide Blasko of State College and Harrisburg, Pennsylvania, gave a short course on the basics of contracting. Then Gary Weber, who recently retired from PPG Industries as Senior Vice President for Science and Technology, presented the cultural differences that exist between industry and universities and discussed how, despite these differences, win-win relationships can be developed.

The final segment of the telecast was an in-depth discussion about the key components of a contract, including the statement of work, intellectual property clauses, publication rights, and financial liability clauses. Mark presented the legal aspects of these key clauses, and Bob and Gary discussed their importance from the university and industry perspectives.

Viewers were able to download a workbook for the program that included a “webliography” of research contract information and a “tool box” of helpful documents, including sample research contracts and important NIH and IRS documents affecting research contracting.

Over 85 universities signed up to downlink this program. Some locations reported 50 to 70 participants, and all that have been heard from so far were extremely pleased with the telecast and the presentations of the faculty. Mark Righter was a special favorite at most sites for his concise and easy to understand explanations of some very complicated legal matters.

The next program in the series will be Hot Topics: The Best of the Best. Login to the NCURA web site and help build the video conference you would like to see by submitting your suggestions to the Hot Topics Discussion web at [www.ncura.edu](http://www.ncura.edu).



▶  
*On the set of Contract Language,  
(l to r) Mark Righter, Gary Weber  
and Robert Killoren.*

