

INDEX

A

academic advisory committee (AAC)
 composition of, 62
 role of, 65–66
academic papers, drafts of, as means of
 communication, 225
access to research findings, importance of
 assuring, 228
accounting functions, 200–201
acknowledgment memoranda, 199, 199*f*
activities, planning of, 110
adaptations, organizational, as growth
 strategy, 285–292
administration
 calendar for, 167–168
 duties of, 66–68
 and encouragement of technology
 transfer, 229–230
 evaluation of, 210–213, 212*f*
 expenses of, budgeting, 197
 of university, duties of, 66–68
 user-friendly, 270
administrative assistant, duties of, 66–67
administrative data, in control of
 operations, 205–207
administrative skills, situations calling for,
 243, 243*f*
Advanced Technology Program, 237
ADVANTIG, 231

agenda

 for business meetings, 178
 for relevant research, 27, 29
 for semi-annual meetings, 155, 157*f*,
 159
 for strategic planning workshop, 127–
 128
AIDA formula for sales, 97
ambassadorial activities of leadership, 250
annual report, 162, 162*f*
 format for, 183–184
antitrust concerns, 74
area coordinators, duties of, 69
assembling and managing research teams,
 251–254
Association of University Technology
 Managers (AUTM) guidebook on
 technology transfer, 231
AUTM. *See* Association of University
 Technology Managers

B

balance sheet reports, 201, 202*f*
bargaining position of centers,
 improvement of, 73
Bayh-Dole Act, 4
benefits of I/UCRCs, for faculty and
 industry, 246–247
benefits-sharing, balancing with
 proprietary interests, 223–224

- billing of members, 194, 195*f*
 - boundary-spanning structure, definition of, 5
 - brainstorming, 163
 - as opportunities for communication, 226
 - brochures
 - creation of, 35
 - outline of content for, 185
 - budget-driven model of financial control, 192–193
 - budgeting
 - as control system, 204–205
 - principles of, 193
 - I/UCRC-specific, 194–196, 196*f*
 - burnout of center directors, 258
 - business meetings, 158
 - agenda for, 178
 - business plan, preliminary
 - development of, 31–34
 - refinement and implementation of, 31–34
 - bylaws, 77–78, 77*f*
- C**
- calendar for I/UCRC administrators, 167–168
 - California Institute of Technology, 291
 - cancellation provisions of membership, 75–76
 - Catalysts for Change: NSF Industry/University Cooperative Research Centers* (Film), 95
 - center director
 - and creation of team culture, 253–254
 - duties of, 44, 66, 67*f*, 87–88, 131, 241
 - in assembling research team, 251–254
 - budget-related, 194
 - in communication of core values, 147–148
 - in established center, 254–256
 - for leadership, 242–246
 - prior to center creation, 31–32, 35–36
 - in recruitment, 94
 - for updating goals and plans, 133
 - and importance of self-knowledge, 257–258
 - as intrapreneur, 246–248
 - resources for, 259–260
 - rotation of, 257
 - turnover in, 255–256
 - and working with faculty peers, 252
 - center director's report, 161*f*, 162
 - center faculty. *See* faculty
 - Center for Airborne Organics, 291
 - Center for Aseptic Processing and Packaging, 224
 - Center for Dimensional Measurement and Control in Manufacturing, 229
 - Center for Electrochemical Systems and Hydrogen Research (CESHR), 289
 - Center for Environmental Engineering and Science, 289, 290*f*
 - Center for Hazardous Substance Management Research Center at New Jersey Institute of Technology's (NJIT), 289–290
 - Center for Innovation Management Studies (CIMS), 131
 - Center for Management of Information, University of Louisiana, 237
 - Center of Excellence for Exploratory Environmental Research, 291
 - centralization of I/UCRC structure, 62–63
 - definition of, 60
 - changes in projects, logging of, 206
 - Chemical Engineering News*, xviii
 - closed meetings, outline for, 177
 - closing the deal, 97–98, 100
 - collaborations, bench level, factors inhibiting, 70
 - collaborative selling model, 98–100
 - commercial success of I/UCRCs, 13*f*
 - communication. *see also* information
 - circulating guidelines for, 231
 - external, 163–165, 164*f*
 - of findings, planning for, 228
 - importance of, 124–125, 145–146
 - informal, 163
 - internal, 146–155, 162–163, 162*f*
 - master calendar for, 167–168
 - with members, importance of, 99–103, 250
 - and next-generation technology, 236–237
 - opportunities for, in project evaluation and implementation, 226–229
 - principles for management of, 148–150
 - in project review phase, 136, 137

- between researchers and IAB members, 133
 - rules for maximizing, 150–155
 - at semi-annual meeting, 155, 156*f*
 - seven components of, 151*f*
 - skills for, 160–161
 - tactics for encouraging, 229–235
 - and technology transfer, 224–226
 - theory of, 145–146
 - competition
 - economic, increasing pace of, 217–219
 - between I/UCRCs and traditional grants, 276–277
 - complexity of I/UCRC structure, 61–62, 62*f*
 - definition of, 60
 - computer-supported cooperative work (CSCW), 236
 - concept papers, writing and submission of, 29–31, 30*f*
 - consensus
 - importance of, 122
 - in proposal selection, 140
 - consultative selling model, 98–100
 - contacts
 - informal reports of, 162, 162*f*
 - as means of communication with members, 225
 - contract research
 - as alternative to I/UCRCs, 289, 289*f*
 - by I/UCRCs, 269–271, 283
 - as growth strategy, 269–271, 304
 - transfer issues in, 228–229
 - control of operations, 205–207
 - checklist for, 213–214
 - and evaluation research, 208–213
 - mechanisms of, 188–189
 - model for, 189–192, 190*f*
 - cooperation, importance of
 - communication for, 145–146
 - cooperative research, future shape of, 235–238
 - Cooperative Research and Development Experiment, 9
 - cooperative research venture, registering as, 74
 - copyright, as protection of intellectual property, 234
 - core values of I/UCRC, communication of, 147–148
 - corporate vision, importance of, 89, 91–92
 - CORPTECH, 232
 - cost analysis at project-level, 201–202, 203*f*, 204
 - cost analysis reports, 201–202, 203*f*
 - cost centers, designating I/UCRCs as, 201
 - CSCW. *See* computer-supported cooperative work
 - cultural gap between universities and industry, 1–2, 244
 - culture of an organization, understanding, 146–147
 - customer base
 - diversity of, 93
 - identification of, for marketing purposes, 90, 93–95
 - customers
 - retention of, 101–103*See also* marketing
 - Cyert, Richard, xviii
- D**
- databases
 - for encouragement of technology transfer, 232
 - for evaluation of environment, 117
 - decisions, involving others in, 244, 245*f*
 - Defense Advanced Research Projects Agency, 284
 - Department of Commerce, 74
 - Department of Defense (DOD), 284, 291
 - Department of Energy (DOE), 291
 - department system in universities,
 - obsolescence of, 163
 - director. *See* center director
 - discontinuing projects, procedure for, 227
 - discussion sessions on research, guidelines for, 51
 - dissatisfaction of members, anticipating, 49, 51, 52
 - DOD. *See* Department of Defense
 - DOE. *See* Department of Energy
 - Drucker, Peter, 88
 - duties of various center officials, 64–70
- E**
- educational initiatives, NSF programs supporting, 282, 282*f*
 - educational services, as source of growth, 281–283, 303
 - Electric Power Research Institute, 275

- electronic databases in business and technology, 118f
- Electronic Meeting System, 237
- Emission Reduction Research Center (ERRC), 290
- enter interviews, 161, 161f
- Environmental Protection Agency (EPA), 284
- EPA. *See* Environmental Protection Agency
- ER. *See* evaluator's report
- ERDIP. *See* Experimental R&D Incentives Program
- ERRC. *See* Emission Reduction Research Center
- evaluation
 - of centers, transfer and use issues in, 229
 - of research proposals, 137–139
- evaluation research, and control of operations, 208–213
- evaluators, duties of, 67–68
- evaluator's report (ER), 161, 161f, 209
 - format for, 215–216
- executive summaries of technical presentations, 174
- exit interviews, 161, 161f, 209–210
- expansion
 - geographic, as growth strategy, 277–281
 - of volume, as growth strategy, 267–277
- expenses, budgeting of, 197–199, 198f
- Experimental R&D Incentives Program (ERDIP), 9
- experts, outside
 - addressing need for, 142
 - use of, 125
- exploratory stage of I/UCRC founding, 27–31
- F**
- faculty
 - and accountability for funds, 198–199, 199f
 - awards for achievement in I/UCRC, 13f
 - characteristics demanded of, 26
 - characteristics of, 252
 - communication with IAB members, 133, 136, 137
 - and departmental conflicts, 65
 - duties of, 70
 - incentives for, 252–253
 - involving in center networking, 250–251
 - motivation of, 134
 - recruiting of, 130–131, 130f
 - and recruitment of member firms, 94
 - and staffing of research projects, 69–70
 - stereotypes of, 145
 - subcontracting to I/UCRCs, 278
 - university support for, 27
- failure rate for I/UCRCs, 246
- Farris, G. F., 252
- feasibility scans, 28–29
- federal agencies as members, 274–275
 - recruiting of, 302
- federal government. *See* government
- feedback
 - allowing for, in communication, 152
 - as element of control, 188, 205–206
 - form for, 52
 - importance of, in budgeting process, 193–194
 - from industry, instruments for obtaining, 38
 - in marketing, importance of, 98
 - from poster session, 176
 - on research proposals, 136–137
- fees for members, 194, 195f. *See also* revenues
 - increasing, 268–269, 301
 - multi-level structure of, 272–274
 - as growth strategy, 302
- financial activity, interpretation of, 201–202
- financial control, 192–193
- financial growth
 - importance of, 263–264
 - strategies for, 265–285, 301–304
 - types of, 267
- financial resources, review of, prior to proposal selection, 139–140
- financial support. *See also* funding; grants
 - for new I/UCRC, NSF criteria for, 24–25, 25f
- firm-sponsored laboratory, as linking mechanism, 6f
- first-to-market business strategy, 218
- five As of customer retention, 101–103
- formality of structure
 - definition of, 61
 - in I/UCRC structure, 63, 72–78

format

- for annual report, 183–184
- of center, changes in, 288–292
- for evaluator's report (ER), 215–216
- for progress report, 47, 182
- for quarterly report, 182
- for requests for proposals (RFPs), 144
- for research proposals, 132

founding process for I/UCRCs, 21–27

fund accounts for center revenue, 194–196, 195*f*, 196*f*

funding. *See also* grants

- addressing in operations proposal, 40
- multi-year, competing for, 284
- sources for, 4, 88

G

Gas Research Institute, 275

general administrative reports, 162, 162*f*

geographic dispersion, as expansion tactic, 277–281

global economy, effect on industry, 4

goals

- importance of, 124, 187, 213–214
- importance of updating, 133
- vs. objectives, 121–122, 121*f*

go/no-go control, 188

and budgeting, 204

government. *See also* National Science Foundation

role of, 72

support of education, history of, 3–5

support of I/UCRC programs, 12, 22, 23

support of research, expected decline in, 3

Government-University-Industry Research Roundtable (1993) on mechanics of intellectual property agreements, 235

GP. *See* Graphic Program

graduate students, and recruitment of member firms, 94–95

grants. *see also* funding

recruitment of, 271

traditional, as source of growth, 303

Graphic Program (GP), 138*f*

groupware. *See* computer-supported cooperative work

growth. *See* financial growth

guidebook on technology transfer, from AUTM, 231

H

Hatch Act (1887), 3

Hazardous Substance Management

Research Center (HSMRC), 289–290

HSMRC. *See* Hazardous Substance Management Research Center

I

IAB. *See* industrial advisory board

implementation of I/UCRC, vs. industrial setting, 129

implementation of strategy, 115–117

increased size, effect of, 285–286

increases of member fees, 268–269, 301

industrial advisory board (IAB)

convening of, 44

interface with center, 74–78

meeting of (*See* semi-annual meeting)

members of (*See* members)

role of, 48, 71

sample questions for, 126

industrial affiliates, as linking mechanism, 6*f*

industrial affiliates model, as component of I/UCRC model, 14

industrial associations and consortia, as linking mechanism, 7*f*

industrial associations as members,

recruiting of, 275–276

industrial monitor, role of, 72

Industrial Technology Institute, 231

Industries in I/UCRC. *See* members

industry culture, conflicts with university culture, 1–2, 244

industry feedback, at semi-annual meeting, 158–159

industry-initiated proposals, 134

industry presentations, as opportunities for communication, 226

industry/university cooperative research centers (I/UCRCs), 24, 62*f*, 87

benefits of, for faculty and industry, 246–247

components of, 12–14, 14*f*

definition of, 60–61

evaluation of, 208–210

in operations proposal, 40–41

existing programs, 1996–1997, 54–56

founding process for, 21–27

future shape of, 235–238

- government policy on, 4–5
 - history of, 9–12
 - interface
 - with IAB, 74–78
 - with university, 73
 - internal operation of, 78, 79*f*
 - legal issues of, 74–78, 81–82
 - life cycle of, 264–265, 264*f*
 - as linking mechanism, 6*f*, 59
 - mission of, 288
 - NSF screening process for, 307–308
 - as social technology, 14–15
 - structure of (*See* structure)
 - success of, xvii–xviii, 2–3, 10–12, 11*f*, 13*f*, 305
 - reasons for, 12–16
 - variables critical to, 306–307
 - Industry/University Cooperative Research Centers Program* NSF 93-97, 95–96
 - industry/university (I/U) linkage
 - mechanisms, 1–2, 6*f*
 - definition of, 5
 - personnel responsible for, 70–72
 - popularity of, 5–8
 - prominent examples of, 6*f*–7*f*
 - types of, and applications, 8–9
 - industry/university research cooperation
 - growth of, 1–2
 - history of, 3–9
 - informal contacts reports, 162, 162*f*
 - informal meetings, 160–161
 - information. *See also* communication
 - data-base sources for, 117, 118*f*
 - form vs. substance of, 148–149
 - gathering for planning, 124–126, 208–213
 - overloads of, 150
 - source vs. content of, 149–150
 - information flow for new research projects, 57
 - information flow matrix for I/UCRC, 148, 149*f*
 - information gathering, in strategy programming, 115–117, 116*f*
 - innovation, as goal of cooperation, 31–32
 - Innovation Centers Experiment, 9
 - input. *See also* communication; information
 - importance of, 124–125
 - institutional awards, as source of growth, 304
 - institutional support, competing for, 284
 - intellectual property
 - issues in, 76–77
 - I/UCRC policy on, 235
 - laws relevant to, 232–235
 - interest, industry letters of, 34
 - interface
 - of center and IAB, 74–78
 - of center and university, 73
 - internal communications, 162–163, 162*f*
 - interviews, as strategic tool, 116
 - intrapreneur(s)
 - center director as, 246–248
 - characteristics of, 247–248
 - inventions
 - disclosure forms for, 232–233
 - vs. intellectual property, 232–235
 - public disclosure of, 233
 - involvement of others in decisions, 244, 245*f*
 - I/UCRC. *See* industry/university cooperative research centers (I/UCRCs)
 - I/UCRC Evaluators Handbook* (NSF), 209
 - I/UCRC for Dimensional Measurement and Control in Manufacturing at U. Michigan, 223
 - I/U linkage mechanisms. *See* industry/university (I/U) linkage mechanisms
 - I-We-Them-It principle, 146–147
- K**
- knowledge, vs. technology or research results, 219–222
- L**
- Laboratory Validation Assistance Experiment, 9
 - leadership
 - characteristics demanded of, 26
 - and development of vision, 248–249
 - in existing I/UCRC, 254–256
 - importance of, 241
 - importance of self-knowledge in, 257–258
 - vs. management, 243
 - nature of, in I/UCRC, 242–246
 - resources on, 259–260
 - sharing of, 244, 245*f*, 255
 - styles of, varying, 242

- legal issues of centers, 74–78, 81–82
 legislation affecting industry/university cooperation, 4
 Lehigh University, 131*f*
 letters of interest, from industry, 34
 Level of Interest and Feedback Evaluation (LIFE)
 for industry feedback, 158
 for research proposal feedback, 136–137
 sample form, with directions for use, 48–50
 uses of, 38
 in project selection, 140
 LIFE. *See* Level of Interest and Feedback Evaluation
 Life cycle of I/UCRCs, 264–265, 264*f*
 linking mechanisms. *See* industry/university (U/L) linkage mechanisms
 logging changes in projects, 206
 Lotus Notes, 236
- M**
- Magee, Dr. Richard, 291
 management
 control by (*See* control)
 form of, and effect of linking mechanisms, 8–9
 information systems for, 205–206
 vs. leadership, 243, 243*f*
 of research teams, 251–254
 marketing, 87–89, 91–96. *See also* customers
 AIDA formula for, 97
 consultative selling model, 98–100
 gathering information on environment, 116–117, 118*f*
 and identification of product, 90, 92–93
 model for, 89–91
 offers, elements of, 90–91
 pitch, elements of, 95–96
 plan for, importance of, 27, 29
 preliminary, 35–36, 35*f*
 sales model for, 96–98
 market research templates, importance of circulating, 231
 Massachusetts Institute of Technology (MIT), 291
 Industry Polymer Processing Center, 9–10
 as model, 10
 success of, xvii
 McCall, Jr., M. W., 252
 measurement of performance, 190–192
 media, next-generation, effects of, 236–237
 Medical Instrumentation Experiment, 9
 meetings. *See also* semi annual meeting
 closed, outline for, 177
 informal, 160–161
 pre-planning, 36–38, 37*f*
 checklist for organization of, 46
 successful, guidelines for, 122–125
 members. *See also* industrial advisory board (IAB)
 billing of, 194, 195*f*
 increasing revenues from, 268–269, 301
 closing deal with, 97–98, 100
 communications with, logging of, 206, 206*f*
 communication with faculty, 133, 136, 137
 contacts with, maintaining of multiple, 230
 dissatisfaction of, anticipating, 49, 51, 52, 206–207
 federal and military, 274–275
 involvement of, 222
 in development of research themes, 120
 in recruiting, 94
 letters of interest from, 34
 networking with, 250–251
 new company interview, outline for, 179–180
 non-profits and industrial associations as, 275–276
 periodic communication with, 224–226
 potential
 recruiting of, 87–89, 271–276
 screening of, 97
 targeting of, 98–99
 responsibilities of, 71–72, 88
 retention of, 87–89, 101–103, 218
 seeking support of, in application for grants, 285
 willingness to support fundamental research, 71
 membership
 benefits of, 92
 cancellation provisions of, 75–76

- fees for, 75
 - offers of, elements of, 90–91
 - requirements for, 74
 - term of commitment to, 75–76
 - membership agreement, 74, 75*f*
 - as marketing tool, 96
 - sample of, 83–85
 - memorandum of understanding between universities, for subcontracting faculty, 297–300
 - menu approach to research portfolios, 118
 - message quality checklist, 153–155
 - military agencies as members, 274–275
 - recruiting of, 302
 - Military Interdepartmental Procurement Request (MIPR), 274, 275
 - Mintzberg, Henry, 107
 - MIPR. *See* Military Interdepartmental Procurement Request
 - mission, changes in, 288–292
 - mission statements
 - development of, 113–115
 - importance of, 111–113
 - use of, 138
 - MIT. *See* Massachusetts Institute of Technology
 - monitoring
 - of center, by university administration, 64, 65
 - of marketing efforts, 91
 - Morril Act (1862), 3
 - motivation of faculty, 134
 - multi-level fee structure, 272–274
 - as growth strategy, 302
 - multiple boundaries, spanning of, 249–451
 - multi-university partnerships, 277–281, 286–288, 287*f*
 - as source of growth, 303
 - multiyear support, competing for, 284
- N**
- National Cooperative Research Act (1985), 4, 74
 - National Institute of Standards and Technology, 284
 - National Science Foundation (NSF). *See also* government criteria
 - for evaluation, 208–210
 - for pre-planning grant meeting, 45*f*
 - for support of new I/UCRC, 24–25, 25*f*
 - Experimental R&D Incentives Program (ERDIP), 9
 - goals for I/UCRCs, 23–24
 - Industry/University Cooperative Research Centers Program of (*See* Industry/University Cooperative Research Centers Program)
 - I/UCRC membership requirements, 88
 - I/UCRC screening process, 307–308
 - programs supporting educational initiatives, 282, 282*f*
 - role in support of I/UCRC, 15, 72
 - support of partnerships, 278*f*, 279, 279*f*
 - TIE-grant programs, 91
 - website address of, 25
 - new company interview, outline for, 179–180
 - New Jersey Department of Environmental Protection (NJDEP), 291
 - New Jersey Institute of Technology (NJIT), 291, 308
 - Center for hazardous Substance Management Research Center, 289–290
 - New Jersey Technical Assistance Program (NJTAP) for Industrial Pollution Prevention, 291
 - newsletters, 163–165, 164*f*
 - NHSRC. *See* Northeast Hazardous Substance Research Center
 - NIST programs, 237
 - NJDEP. *See* New Jersey Department of Environmental Protection
 - NJTAP. *See* New Jersey Technical Assistance Program
 - non-profit organizations, recruiting of, 275–276, 302
 - North Carolina State University, 210, 224
 - Northeast Hazardous Substance Research Center (NHSRC), 290–291
 - NSF. *See* National Science Foundation
- O**
- objections from potential members, 97
 - objectives vs, goals, 121–122, 121*f*
 - offers of membership, elements of, 90–91
 - Ohio State University Center on Welding, 276

- open door policy, importance of, 148
- operating grant awards by NSF, 16
- operational activities, reporting on, at
 semi-annual meeting, 158
- operational strategy, planning of, 222–229
- operations, evaluation of, 210–213, 212*f*
- operations proposal, 39–41, 39*f*
 evaluation criteria for, 40*f*
- opportunities and threats, evaluation of,
 29
- Oregon University, 236
- organizational adaptations, as growth
 strategy, 285–292
- organizational form, and effect of linking
 mechanisms, 8–9
- organized research unit, as component of
 I/UCRC model, 12
- outside experts
 addressing need for, 142
 use of, 125
- P**
- papers, drafts of, as means of
 communication, 225
- paperwork, reduction of, 270
- participatory leadership situations, 244,
 245*f*
- partners, appropriate, identification of,
 280
- partnerships, 277–281, 286–288, 287*f*,
 303
 identifying prospects for, 35–36, 35*f*
 informal, 286*f*
 NSF support of, 278*f*, 279, 279*f*
 recruitment of prospects for, 36–38, 37*f*
 self-assessment and, 28–29
 tie-project, 286*f*
- patents
 protection offered by, 234
 and publication delays, 76
 requirements for obtaining, 232–233
- performance
 data on, collection and reporting,
 200–201
 standards of, for evaluation of projects,
 190–192
- personal contacts, importance of, 93
- personal visits, as means of
 communication with members, 225
- planning. *See also* soft planning; strategic
 planning
 basic elements of, 110
 essential aspects of, 107
 importance of updating, 133
 prior to inception, 35–41
 of research, 111–122
 simplified model of, 108*f*
- policies and procedures, appropriate use
 of, 78, 79*f*
- PO questionnaires. *See* Process and
 outcome (PO) questionnaires
- post-action control, 189
 and budgeting, 205
- poster session feedback, 176
- pre-exit interviews, 210
- preliminary business plan. *See* business
 plan, preliminary
- preparation for meetings, importance of,
 124
- pre-planning meetings, 36–38, 37*f*
 checklist for organization of, 46
- pre-planning proposals, writing and
 submission of, 31–34, 33*f*
- pre-proposals, 133
- presentation guidelines, for semi-annual
 meeting, 172–174
- pricing strategies, 268–269
- principal investigators, duties of, 70
- problems, adaptive, and leadership, 243–
 244
- procedures and policies, appropriate use
 of, 78, 79*f*
- process and outcome (PO) questionnaires,
 and management control, 161,
 161*f*, 210–213, 212*f*
- product
 as advertisement, 95
 identification of, for marketing
 purposes, 90, 92–93
 planning of, 110
- program areas, design of, 68, 69*f*
- progress report, format for, 47, 182
- project-level cost analysis, 201–202, 203*f*,
 204
- proposals for research. *See* research
 proposals
- proprietary interests, balancing with
 benefits-sharing, 223–224
- prospectus, creation of, 35
- publication
 importance of, for faculty, 220
 policies on, 76, 76*f*

public disclosure of inventions, 233
 Public Law 98-620, 306
 Public policy environment, new features
 of, 237
 public relations, 165
 "Pulling It All Together: The Strategic
 Planning Meeting," 120
 Purdue University, 236

Q

quarterly report, 162, 162*f*
 format for, 182
 QUESTOR Centre, Queens University,
 Belfast, Northern Ireland, 290,
 307–308

R

ReCoRD Center, Univ. of Lyon, France,
 290
 recruiting
 center director's role in, 94
 of faculty, 130–131, 130*f*
 of federal and military agencies, 274–
 275, 302
 of grants, 271
 as growth strategy, 301–302
 of industrial associations, 275–276, 302
 involvement of members in, 94
 as job of all, 250
 meetings for, 36–38
 of members, 87–89, 271–276
 faculty's role in, 94
 graduate students' role in, 94–95
 and new company interviews, 179–180
 of non-profit organizations, 275–276,
 302
 of partners, 36–38, 37*f*, 251
 and personal contact, 93–94
 relevance of research, importance of,
 26–27
 reporting requirements, 161–162, 161*f*
 requests for proposals (RFPs), 131–132
 as opportunities for communication,
 226
 standard format for, 144
 requirements, for formal reporting, 161–
 162, 161*f*
 research. *See also* contract research
 agenda for, relevant, 27, 29
 budgeting expenses of, 197–199, 199*f*

cooperative, as means of communi-
 cating with members, 226
 defining thrusts for, 118–120
 design of, 68–70
 discontinuation of, procedure for, 227
 discussion sessions on, 51
 logging changes in, 206
 management of, 141–143
 needs for, establishing, 132
 new, information flow for, 57
 plan for, development of, 38
 proposal forms for, 181
 relevant, importance of, 26–27
 staffing of, 69–70
 strategy for, formulating and
 programming of, 111–122
 themes for, 119*f*, 120
 research and development consortia, as
 component of I/UCRC model, 14
 research enhancements as growth strategy,
 269–271, 301
 researchers. *See* faculty
 research grants, I/UCRC competition
 with, 276–277
 research parks, as linking mechanism, 7*f*
 research planning meeting for new center,
 53
 research proposals, 134–136, 135*f*
 evaluation of, 137–139
 automated, 137–138, 138*f*
 form for, 47, 181
 renewal reports for, 161, 161*f*
 review of, 136–137
 as opportunity for communication,
 226–227
 selection of, 139–141
 informal method of, 140
 new approaches to, 237
 weighted voting system for, 141
 solicitation of, 130–131, 130*f*
 summary of, 162, 162*f*
 research-related services, provision of, as
 growth technique, 283–285
 research results, vs. technology or
 knowledge, 219–222
 research teams
 assembly and management of, 251–254
 virtual, development of, 133–134
 resources
 allocation of, 134–135

- review of, prior to proposal selection, 139–140
 - retention of customers, 101–103
 - and anticipation of dissatisfaction, 49, 51, 52, 206–207
 - return on investment in I/UCRCs, for industry, 305
 - revenues. *See also* fees
 - accounting for, 194–196, 195*f*, 196*f*
 - from members, strategies for increasing, 268–269, 301
 - revision of research projects, 138–139
 - RFPs. *See* requests for proposals
 - roadmaps for planning, 122, 123*f*
 - revising to meet needs, 142
 - role descriptions, 78
 - routinization of center operations, 255
 - rules, relaxing of, at centers, 73
- S**
- SARA. *See* Superfund Amendments and Reauthorization Act
 - screening of center proposals by NSF, 15–16
 - selection of research proposals, 139–141
 - self-assessment of potential partners, 28–29
 - self-knowledge, importance of, 257–258
 - selling of I/UCRC. *See* customers; marketing
 - semi-annual meeting
 - business meeting, agenda for, 178
 - semi-annual meetings
 - agenda for, 155, 157*f*, 159
 - checklists for
 - administration, 169–170
 - faculty, 171
 - student presenters, 172–174
 - ensuring success of, 155–161, 156*f*
 - services, changes in, 288–292
 - size, increased, effect of, 285–286
 - small business technology transfer, as linking mechanism, 7*f*
 - small firms, and multi-level fee structures, 272–274
 - social technology, I/UCRC program as, 14–15
 - soft planning approach, 108–111, 109*f*
 - Southern Technology Council, tools for encouraging technology transfer, 232
 - spanning of multiple boundaries, 249–251
 - staff training and development, and encouragement of technology transfer, 230–231
 - standards of performance.
 - See* performance, standards of
 - steering control, 189
 - and budgeting, 204
 - Stevenson-Wydler Act, 4
 - storyboarding, in development of vision statements, 113
 - strategic planning, 105–128
 - challenges of, 106–107
 - meetings for, 122–125
 - need for, 106
 - workshops for, sample agenda, 127–128
 - strategy
 - effective, importance of, 27
 - operational, planning of, 222–229
 - programming of, 115–117
 - structure of I/UCRCs, 286–288, 286*f*, 287*f*, 288*f*
 - complexity of, 60–62, 62*f*
 - design principles of, 61–63, 64*f*
 - subcontracting agreement, sample, 295–296
 - subcontracting faculty, 278
 - succession of center administration, 255–256
 - Superfund Amendments and Reauthorization Act (SARA), 291
 - supervising officer, administrative level of, 64–65
 - supplemental research. *See* contract research
 - surveys, as strategic tool, 116
- T**
- targeting of potential members, 98–99
 - tasks, planning of, 110, 250
 - team culture, importance of creating, 253–254
 - technical assistance provided by NSF, 16
 - technical experts, use of, 125
 - technical presentations
 - executive summaries for, 174
 - at semi-annual meeting, 155–158
 - technical vision, development of, 248–249
 - technology
 - application of, 223–224

- vs. knowledge or research results, 219–222
 - technology life cycle, 220–222, 221*f*
 - Technology Reinvestment Programs, 237
 - technology transfer
 - importance of, 217–222
 - procedures manual for, 231, 231*f*
 - tactics for encouraging, 229–235
 - tools for aiding in, 231–232
 - technology transfer officer, 230
 - technology transfer plans, as opportunities for communication, 226
 - Technology Transfer Society, 232
 - termination of projects, 142–143
 - Texas A&M University, 138*f*, 289
 - thinking out of the box, and planning process, 110
 - TIE-grant programs, 91
 - NSF funding of, 278*f*
 - trademarks, as protection of intellectual property, 234–235
 - trade secrets, as protection of intellectual property, 234
 - training of staff, in encouragement of technology transfer, 230–231
 - transfer and use issues, in various phases of projects, 226–229
 - Tufts University, 291
- U**
- universities
 - administration of, duties, 64–66
 - culture of
 - conflicts with industry culture, 1–2, 244
 - new features of, 237–238
 - evaluating strengths and weaknesses of, 29
 - interface with center, 73
 - multiple, in partnership, 277–281, 286–288, 287*f*, 303
 - recruiting for support and membership, 251
 - sources of support for (*See* funding; grants)
 - support for faculty, 27
 - support needed from, 31
 - university/industry research cooperation. *See* Industry/university research cooperation
 - University of Florida, 236
 - University of Louisiana, 237
 - University of Lyon, France, 290
 - University of Michigan, 223, 229
 - University of Wisconsin at Oshkosh, 247
 - university policies, importance of circulating, 231
- V**
- values of I/UCRC, communication of, 147–148
 - variance analysis reports, 162, 162*f*
 - vertical integration, as expansion technique, 281–285
 - video conferencing, 236
 - virtual research teams, development of, 133–134
 - vision, technical, development of, 248–249
 - vision statements
 - development of, 113
 - importance of, 111–113
 - volume, expansion of, as growth strategy, 267–277
- W**
- white papers, as opportunities for communication, 226