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COGR

**COUNCIL ON
GOVERNMENTAL
RELATIONS**

**An Association of
Research-Intensive
Universities**

AUGUST 2001

A BRIEF HISTORY OF COGR

The Council on Governmental Relations was established in May 1948 when the Central Association of College and University Business Officers formed a committee to represent the five regional associations of college and university business officers.

At that time, the United States government changed from military procurement to investment in academic research. Several insightful business officers recommended that universities explore how the independent governance of academe could be reconciled with increasing federal support. The new committee was expected to develop effective principles for university government contracting, to seek acceptance of general principles in university-government relationships, and also to be a vehicle for innovation and change.

A Washington office was opened in fall 1960. COGR's activities evolved in subsequent years in response to the increasing influence of governmental regulations, policies, and practices. As these rules began to reach beyond the fiscal sector into all areas of policy affecting the performance of research at educational institutions, COGR expanded its technical expertise and broadened its scope of activities. At the same time, COGR narrowed its focus to represent primarily interests of research-intensive universities. Thus, COGR assumed a specialized function compared to the overall mission of the business officers. Since 1979, COGR has included faculty members and research administrators, in addition to business officers on its Board. COGR incorporated as a separate organization in September 1993 and began operating independently on January 1, 1994. Although independent, NACUBO and COGR maintain a close relationship. COGR also collaborates with other specialized higher education associations and their respective constituencies.

Today, COGR addresses the unique issues its member universities face as a result of receiving a significant share of the federal funds provided by research contracts and grants. COGR serves these needs by addressing compliance issues associated with the administration of federally sponsored programs for faculty and graduate students. COGR's activities reflect an awareness of the growing interface between

federal and private sector funding. A major goal of COGR is the education of federal funding agencies about academic operations and the avoidance of unnecessary regulatory burdens. COGR represents universities collectively, not individually. The positions it takes reflect a consensus of its membership and are believed to be in the general best interest of the research university community.

VISION

The Council on Governmental Relations is an association of leading research-intensive universities. The universities that comprise its membership are recipients of a significant share of the federal funds available to higher education through contracts and grants for research and scholarship. The Council has as members more than 140 universities.

COGR will be the leader in professional analysis and interpretation of federally mandated regulations for the member universities, that perform cutting edge research. COGR fosters a government-university partnership that seeks to minimize the administrative burden of compliance in order to focus the nation's critical resources on maximizing the public benefits of scholarly and scientific progress.

MISSION

COGR is an association of research-intensive universities. It is a key source of critical information on current and emerging issues for its members and agencies sponsoring their research activities.

COGR is the leading advocate for policies that support:

- the conduct of research at the highest standards;
- sound and informed decision-making on issues critical to the research and higher education community; and
- maximum benefit from investments in research conducted at its member institutions.

COGR serves its membership by:

- seeking to balance appropriate accountability with fair recognition of the interests of all parties in sponsored research policies and practices;
- promoting policies and practices in research and train-

ing that fairly reflect the mutual interests and separate obligations of universities and federal and other sponsoring agencies;

- conducting objective and timely analysis of research costing, compliance, administration, and intellectual property issues for the benefit of its members, their sponsors, and other higher education associations; and
- working with governmental agencies and research sponsors to develop a common understanding of the impact that policies, regulations and practices may have on the research and training programs of its membership.

ISSUES

COGR focuses on university interests and regulatory compliance in the following areas:

- practices
- cost recovery practices
- financial management
- practices for protection of human subjects
- animal welfare
- protection of intellectual property rights
- reasonable grant and contract administration practices
- reduction of unnecessary and duplicative paperwork
- research ethics and conflicts of interest
- right to unencumbered publication of research findings
- workable and meaningful accountability

ORGANIZATION

COGR BOARD

The Council's Board of Directors is composed of eighteen members with staggered terms to assure continuity and stability. The original appointment of a Board member is for a term of three years and carries the option of renewal for a second three-year term.

Board members are selected on the basis of their experience in positions of responsibility at their home institutions. COGR values its Board members for their expertise and ability to speak on behalf of their institutions. In their daily activities, they may be involved in academic, business or research administration tasks.

COGR COMMITTEES

In order to maximize the special expertise of its members, the Board of Directors has organized itself into three standing committees. These committees focus on broad subject matter areas including costing policies, research administration, and intellectual property management. In addition COGR annually invites a number of representatives from the membership at large to serve as committee members (jointly with the Board of Directors on the three standing committees). As the need arises special task forces may be formed to conduct COGR business.

MANAGEMENT

The Council's activities are managed by an Executive Committee and the Board of Directors. These groups are supplemented by an Investment Committee and a Nominating Committee. The Council meets three times a year in open session with occasional supplementary meetings for consideration of special issues. The COGR Board meets two additional times annually to keep COGR business current and moving. The Council's activities are governed by its by-laws, which include provisions for annual audits and activity reports. The activities of the Council are carried out by the volunteer services of university representatives and a small, full time staff in the Washington Office headed by the President. COGR's committee structure allows it to draw on expert advice and provide products in a timely fashion.

ACTIVITIES

COGR activities are varied. They include formal comments on proposed policy or rulemaking; regular meetings with federal agency staff; ad hoc meetings with legislative staff in response to specific requests for information; issuance of position and briefing papers; and the gathering of survey data. COGR activities typically include:

- making recommendations with respect to federal policies and regulations that affect the performance of sponsored research programs and graduate studies at universities. For example, in calendar year 2000, COGR worked closely with federal agencies in develop-

ing a government-wide research misconduct policy and with the DHHS Office for Human Research Protection in the development of policies and regulations governing the use of human subjects in the research endeavor.

- studying problem areas in relation to federal policy or university practice and giving to the government or universities appropriate information or guidance on the likely effects of changes. During 1999-2000, COGR provided information to the Department of Energy on problems resulting from restrictions on the dissemination of research data. COGR discussed with the National Institutes of Health options for intellectual property protection for the use of special research resources and research tools. COGR worked with the White House Office of Science and Technology Policy and Office of Management and Budget to clarify voluntary cost sharing by universities and graduate student compensation.
- developing basic principles for the guidance of universities in the management of federal funds allocated to research. An example is the COGR brochure "Managing Externally Funded Programs at Colleges and Universities: A Guideline to Good Management Practices." Since 1987 COGR also has maintained an indirect cost database, whose annual updates are made available to its membership. COGR also periodically prepares brochures for the information and guidance of its members. Examples include: "The Bayh-Dole Act: A Guide to the Law and Implementing Regulations"; a brochure addressing Materials Transfer in Academia; and a brochure addressing "Technology Transfer in U.S. Research Universities: Dispelling Common Myths."
- encouraging development of sound administrative relationships between government and higher education. COGR monitors developments to simplify the management of awards from the federal government and regularly comments on agency pre- and post-award regulatory notices, including most recently in 2001 technical comment on the proposed implementation of the Federal Financial Assistance Management Improvement Act (P.L. 106-107) and agency electronic grant initiatives.

SERVICES

The President of COGR provides continuing liaison among the Board of Directors, the university membership, federal agencies and other professional associations. Representatives of member universities are kept informed on federal regulatory developments by a variety of services:

- COGR holds three membership meetings each year supported by detailed text based agenda and published reports of meetings.
- Memoranda, committee studies, regulatory abstracts from the *Federal Register*, and special analyses of federal actions are provided to the designated Primary Representative of each member university and, as directed, to designated professional specialists at each university.
- An increasing number of information updates are sent daily through the general COGR list-serve and several smaller list serves devoted to special interests.
- The COGR website (<http://www.cogr.edu>) contains essential information on the Council's organization and relevant publications. Access to some of the materials on the website is restricted to members only.

The Council does not undertake to solve management questions at individual universities or to represent universities individually in discussions with federal agencies. However, it is interested in problems that may have general implications for research universities. COGR encourages the membership to bring such matters to its attention for further follow-up. In some cases these matters may suggest the need for in-depth studies, some of which may be undertaken by a standing COGR committee or ad hoc committee, and are designed to inform policy discussion. The COGR staff is also available for consultation on or clarification of policy or procedural questions perplexing to university representatives. COGR staff is available to make presentations on member campuses and participate in public professional meetings.

UNIVERSITY PARTICIPATION

Each university participating in support of the Council's programs is linked to the Council's operations by a Primary Representative on its campus. These Primary Representatives serve as the focal points for consultation regarding positions the Council may take on advocacy issues.

The Primary Representative will also designate a number of professionals at his/her university who serve as liaisons. This serves the purpose of maintaining effective and mutually beneficial interaction between COGR and the academic community on specialized subject issues. However, it is subject to the discretion of the Primary Representative to decide the extent to which individual experts become involved in COGR activities.

It is also the prerogative of the Primary Representative to determine whether an individual should be nominated to serve on the COGR Board of Directors. A single nomination is allowed from each institution. Nominations must be endorsed by the Primary Representative to assure that the requisite time and support commitments can be met by the institution.

MEMBERSHIP

The membership of COGR consists of qualifying research universities and research foundations. A research university is characterized as an institution of higher education that gives high priority to graduate education and research and is authorized to confer a doctorate degree. A research foundation is a separately incorporated foundation connected to a research university. Currently, each member must have federally sponsored research expenditures of at least \$15 million annually as reported by the National Science Foundation. Affiliated organizations, including hospitals that meet these criteria and are engaged in a substantial way in graduate education and research, may be considered for membership with the endorsement of their COGR member institution. The Board must approve all applications for membership. The costs of the Council's activities are paid by its members through annual dues.

COGR does not include professional associations in its membership nor does it permit underwriting of its activities by commercial organizations. This policy serves to maintain the independence required for the advocacy positions COGR offers on behalf of its membership.

PARTICIPATING UNIVERSITIES OF THE COUNCIL ON GOVERNMENTAL RELATIONS

University of Alabama
University of Alabama at Birmingham
Arizona State University
University of Arizona
University of Arkansas
Auburn University
Baylor College of Medicine
Boston College
Boston University
Brandeis University
Brown University
California Institute of Technology
The California State University
University of California
University of California, Berkeley
University of California, Davis
University of California, Irvine
University of California, Los Angeles
University of California, San Diego
University of California, San Francisco
Carnegie Mellon University
Case Western Reserve University
University of Chicago
University of Cincinnati
Clarkson University
Clemson University
Colorado State University
University of Colorado
Columbia University
University of Connecticut
Cornell University

Dartmouth College
University of Dayton
University of Delaware
University of Denver
Duke University
East Tennessee State University
Emory University
Florida State University
University of Florida
George Washington University
Georgetown University
Georgia Institute of Technology
Georgia State University
University of Georgia
Harvard University
University of Hawaii
University of Houston
University of Idaho
University of Illinois
Indiana University
Iowa State University
University of Iowa
Johns Hopkins University
Kansas State University
University of Kansas
Kent State University
University of Kentucky
Lehigh University
Louisiana State University Medical Center
Louisiana State University and A&M College
University of Louisville
Loyola University of Chicago
University of Maine System
University of Maryland at College Park
University of Maryland at Baltimore
Massachusetts Institute of Technology
University of Massachusetts
University of Memphis
University of Miami
Michigan State University
University of Michigan

**PARTICIPATING UNIVERSITIES OF THE
COUNCIL ON GOVERNMENTAL RELATIONS
(CONTINUED)**

University of Minnesota
Mississippi State University
University of Missouri
University of Nebraska at Lincoln
University of Nevada-Reno
New Jersey Institute of Technology
University of Medicine and Dentistry of New Jersey
New Mexico State University
University of New Mexico
City University of New York
New York Medical College
New York University
State University of New York
North Carolina A&T State University
North Carolina State University
University of North Carolina
University of North Dakota
Northern Illinois University
Northwestern University
University of Notre Dame
Ohio State University
Oklahoma State University
University of Oklahoma
Old Dominion University
Oregon Health Sciences University
Oregon University System
University of Oregon
Pennsylvania State University
University of Pennsylvania
University of Pittsburgh
Princeton University
Purdue University
Rensselaer Polytechnic Institute
University of Rhode Island
Rice University
University of Rochester
Rockefeller University

Rutgers, The State University of New Jersey
Medical University of South Carolina
University of South Carolina
University of South Florida
University of Southern California
Southern Illinois University at Carbondale
Stanford University
Syracuse University
Temple University
University of Tennessee
Texas A&M University
University of Texas System
University of Texas Health Science Center at San Antonio
University of Texas Medical Branch at Galveston
University of Texas Southwestern Medical Center at Dallas
Thomas Jefferson University
Tufts University
Tulane University
Utah State University
University of Utah
Vanderbilt University
University of Vermont
Virginia Commonwealth University
Virginia Tech
University of Virginia
Wake Forest University
Washington State University
Washington University
University of Washington
Wayne State University
West Virginia University
College of William and Mary
University of Wisconsin-Madison
Yale University
Yeshiva University

CHAIRS OF THE COUNCIL

W.T. Middlebrook	University of Minnesota	1948-1954
G.R. Baughman	New York University	} 1954-1960 Exact terms not known
G.W. Green	California Institute of Technology	
W.B. Harrell	University of Chicago	
H.R. Patton	Carnegie Institute of Technology	
Paul V. Cusick	Massachusetts Institute of Technology	1961-1963
Clarence Scheps	Tulane University	1963-1965
Lytle J. Freehafer	Purdue University	1965-1967
Ernest M. Conrad	University of Washington	1967-1969
Robert F. Kerley	The Johns Hopkins University	1969-1970
Clinton T. Johnson	University of Minnesota	1970-1971
Norman H. Gross	University of California System	1971-1973
Linda S. Wilson	Washington University	1973-1975
Robert L. Anderson	University of Texas	1975-1976
Robert C. Bowie	The Johns Hopkins University	1976-1978
George R. Holcomb	University of North Carolina	1978-1980
Joseph S. Warner	Yale University	1980-1981
Kenneth W. Sloan	Ohio State University	1981-1983
V. Wayne Kennedy	University of California, San Diego	1983-1985
Raymond J. Clark	Princeton University	1985-1986
Anthony Merritt	University of Pennsylvania	1986-1988
Marvin E. Ebel	University of Wisconsin	1988-1990
Dennis F. Dougherty	University of Southern California	1990-1992
James J. Culliton	Massachusetts Institute of Technology	1992-1994
Julie T. Norris	University of Houston	1994-1995
Julie T. Norris	Massachusetts Institute of Technology	1995-1996
Robert B. Price	University of Texas Health Science Center at San Antonio	1996-1998
Frederick R. Rogers	Cornell University	1998-1999
Robert B. Price	University of Texas Health Science Center at San Antonio	1999-2000
Christopher McCrudden	Princeton University	2000-2002

EXECUTIVE DIRECTORS/PRESIDENTS

Nelson A. Wahlstrom	University of Washington	1960-1965
Howard P. Wile	Brooklyn Polytechnic Institute	1965-1976
Reagan A. Scurlock	University of Pennsylvania	1976-1981
Milton Goldberg	University of Maryland	1981-2000
Katharina Phillips	University of Florida	2000-Present

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