

This work has been presented in seminars at a number of universities and research institutions in the United States, Canada, and England, and was included in the 1966-1967 *Year Book of Endocrinology* (2).

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References

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Administration of Grant Funds

The tight situation with respect to grant money has made it difficult for my bright, younger colleagues to obtain funding for research at a critical time in their careers. This makes it imperative that appropriations to the granting agencies be as effectively allocated as possible. Every dollar should go into the research for which Congress approved it. In these lean times, the investigator cannot support

an institutional bureaucracy with his research funds. It is undeniable that the universities need and deserve federal assistance. However, this should come from programs specifically for such purpose, not from research funds.

I review proposals to the National Science Foundation and am upset by the large slice of potential research funds taken by institutions to administer the grants. These are calculated as a percentage of "salaries and wages," from 45 percent for on-campus research and from 30 percent for off-campus research. I am told that this is necessary to cover the expense of the paperwork.

This summer I had the enlightening experience of receiving a modest grant from a nongovernment organization. A check for the entire grant sum was sent to me. Thus I had all the administrative burdens of handling the paperwork, paying an assistant, and ordering supplies. I found that writing a letter and a check to cover a purchase took much less time than filling out a request form, having a requisition form typed, signing it, routing it for the signatures of three officials, and awaiting the happy day, a week or more

later, when a purchase order finally made it off campus. Obviously my supplies arrive sooner if I do not have the expensive "help" of university red tape.

The message should be clear. Limited research funds could be spread productively to more investigators if grants could be awarded directly to the principal investigator to administer. If an institutional framework is necessary to prevent dishonesty or incompetence on the part of scientists, does the institution not receive sufficient reward in the form of recognition of its faculty's research, the intellectual sharpening of a faculty actively pursuing new knowledge, and the capital equipment it obtains for the research?

Even if a case could be made for indirect costs, some bureaucracies appear to be more efficient than others. My institution "gets by" on 46 percent of salaries and wages, while others need 60 to 65 percent. Does this not suggest that some red tape could be eliminated, permitting more research per dollar awarded?

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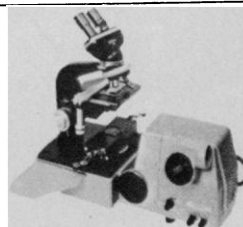
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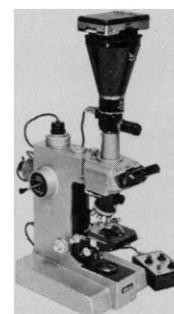
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