


Appendix B

Program Questionnaire and Interview



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July 5, 2000

Dr.
National Institute of General Medical Studies
45 Center Drive, MSC 6200 (Room 2AN-12)
Bethesda, MD 20892-6200

Dear Dr. :

Pursuant to Dr. Kirchstein's letter dated June 6, 2000, we are contacting you to prepare for an interview in which we seek to determine NIGMS's needs as we plan for the research agenda of the future in the context of the 20 year NIH Master Plan 2000 Update. To assist your staff in preparing for the interview, we enclose memoranda of our interviews conducted with NIGMS in 1993 along with a copy of the questionnaire which provided the outline for the interviews. We also enclose personnel projections made by NIGMS staff in 1993 and a copy of the current NIGMS Mission Statement as it appears on the NIH web page.

For this Master Plan 2000 Update we would like you to review the memoranda of our 1993 meetings and advise of us significant changes that have occurred since these responses were recorded. We are particularly interested in the following:

- a. **Mission and Objectives**
Any anticipated or contemplated changes in mission and the impact of such change on personnel and other requirements.
- b. **Functional and Operational Relationships**
 - 1) How each of the functions in NIGMS interact with each other, with other Institutes and Centers, including Building 10, the ACRF and the CRC at initial occupancy and long-term, and with other, non-NIH entities if any.
 - 2) If first class research space were available on campus or at convenient, close-in locations (such as the NNMC), what research activities would you consider locating outside of the Clinical Center Complex (CRC/Building 10/ACRF).
 - 3) Which functions and personnel, now on the main campus, can be located off-campus, and the conditions under which location off-campus would be workable.
 - 4) Which functions now located off-campus must be brought back and the reasons for this.
- c. **Personnel Needs**
In order to plan appropriately for NIH's facilities requirements, we would like to understand your IC's current staffing and future personnel projections for 2005, 2010 and 2020 from a program perspective. Please use the attached forms to provide data by personnel category at the division, program or branch level most appropriate to reflect your requirements. (A floppy disc with the forms in Excel is enclosed for your convenience.)

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- d. Clinical Research Center/Building 10/ACRF Resources
In addition to activities reported in the staffing projections, please note anticipated changes and/or growth in Clinical programs, as well as projected needs for inpatient, outpatient and diagnostic & treatment resources.
- e. Animal Requirements
Describe your current and anticipated long range animal use and the types and numbers of animals required. Please note the functional, management and cost considerations that affect the location of your animal holding facilities.
- f. Campus Quality
How do quality of life issues, i.e., the nature of the site; opportunities for socialization and collegiality; provisions for recreation, dining, fitness and other amenities; and conveniences of access and parking affect your ability to achieve your mission and what aspects are particularly important to you in this regard.

If you have not already been contacted, Ms. Paula Nazarian of this office will be calling soon to schedule an appointment for the interview. If you have any questions, please call me at 301-718-0080. If you would like additional information about the master plan and interview process, Ms. Stella Serras-Fiotes, Master Planner and Assistant Director for Facilities Planning, Office of Research Services, can be reached at 301-496-5037.

Sincerely,



Gerald F. Oudens, FAIA
OUDENS + KNOOP ARCHITECTS, P.C.

cc:
Executive Officer
Stella Serras-Fiotes, ORS/OFP

GFO:pn
enclosures

Appendix B

Program Questionnaire and Interview

Please Respond in the space provided or attach additional pages as required. Please note "not applicable" where appropriate.

A. Mission and Objectives

1. Mission

- A. Please review, in Attachment A, your current mission statement as reported in the 1991 NIH Almanac. Is this statement current and complete?
- B. How do you envision the evolution of this mission in the future.

2. Organization and Programs

- A. Please review the organizational listing presented in Attachment B and advise us whether it is current and correct with respect to activities and locations.
- B. Please review, in Attachment C, the listing of programs, and activities within those programs, as preceded in the 1991 NIH Almanac and advise us whether this listing of programs and activities is current and complete.
- C. How are intramural and extramural research programs or other services initiated? On what basis do you decide to pursue these on an extramural basis? On an intramural basis?
- D. Please describe the relationship between you intramural and extramural research programs.
- E. What are the benefits of an on-campus location for your office of extramural programs? Are there benefits to an off-campus location for this function?
- F. Please describe your training programs and the way in which they influence space needs. To what extent are these accommodated in the laboratory setting and to what extent in classroom or conference space?
- G. Please describe your current and anticipated long range animal use, the types and numbers of animals required and the functional, management and cost considerations that affect the location of the animal holding facilities.
- H. Please describe your activities in the Clinical Center and, also, how these relate to the work of other ICD's in the Clinical Center.

3. Growth

- A. What are the factors that precipitate growth, what forms may growth take, and to what extent can these be predicted?

- B. Describe constraints which limit or preclude your response to pressures for growth.
- C. To what extent do stipulations attached to funding dictate the activities of your ICD?

4. Long-Range Plan

- A. Please discuss your long-range plan and your anticipated schedule for its implementation.
- B. What impact would each of the following objectives, as presented in the Framework for Discussion of Strategies for NIH, have on your mission, programs and long-range plan?
 - 1. Critical Science and Technologies
 - 2. Research Capacity
 - 3. Intellectual Capital
 - 4. Stewardship of Public Resources
 - 5. Public Trust
- C. How and what extent, are each of the following anticipated by your long-range plan?
 - 1. robotics
 - 2. computerization
 - 3. communications
 - 4. other technologies

5. Functional and Operational Relationships

- A. Please describe important locational relationships between administrative offices, programs, laboratories, and branches within your ICD.
- B. Please describe important locational relationships between your ICD and activities within your ICD, and other ICD's and components of those ICD's.
- C. Please discuss the degree to which your long range plan will change the organization of your ICD, functional relationships within the ICD and the organizational and functional relationships of your ICD to other components of the NIH.

6. Campus Quality

- A. How do quality of life issues; i.e.; the nature of the site; the size, character and location of buildings; opportunities for socialization and collegiality provisions for recreation, dining and other amenities; convenience of access and parking; proximity of affordable housing; etc; affect your ability to achieve your mission, and what aspects of the campus are particularly important to you in this regard?

B. Human Resource Needs

1. Personnel

- A. Please tabulate on Attachment D1 your current staffing by position and activity area.

- B. Please tabulate on Attachments D2 through D4 estimated staff requirements by position and activity for programs to be continued and for anticipated new programs needed to support implementation of your long range plan, at short-mid and long-term (20 years) stages, as it is described in noted of the interview on Mission and Objectives.
- C. Please discuss the composition of research teams, the range of staffing variations for these teams, and the team composition that might be considered average or representative of basic research activity.
- D. Please discuss your staffing of Clinical Center activities and identify support services provided to you that are not under your direct control.

2. Computerization and Other Technology

- A. How do you anticipate personnel planning will be affected by computerization, communications, automation, robotics and other technology?

C. Physical Resources

1. Facilities

- A. Please be prepared to identify, on building plans to be brought to the interview by the architect, the locations and perimeters of spaces occupied by your ICD and of those spaces shared with other ICD's.
- B. What changes do you anticipate in facility requirements based on computerization, communications, automation, robotics, and other technologies?

2. Standards

- A. Do you maintain space standards for personnel and activities? If so, please provide.
- B. In each activity category, i.e., administrative offices, laboratories and support areas, please identify representative current spaces that respond well to the needs of that activity and be prepared to visit these spaces and describe how they are responsive to the needs of activity.