

National Science Foundation  
Industry/University Cooperative Research Centers  
**NSF I/UCRC 2005 Annual Meeting**

January 12-14, 2005  
Key Bridge Marriot, 1401 Lee Highway, Arlington, VA

**Notes from Small Group Discussion  
Transitioning to Self-Sufficiency**

Thursday, January 13, 2005, 2:30 – 4:00pm

**Ken Swartzel**, Former Director, Center for Advanced Processing and Packaging Studies (CAPPS),  
North Carolina State University

\*University administrators tend to cut the center or add overhead. The thought is that the “good professors” should be using their time bringing in dollars with overhead dollars.

\*NSF label is very important! The centers that have been NSF founded and have now aged out are invisible at this meeting – should at least be on the website – many benefits – we did jump over hurdles. Label with no dollars is still important!

\*Needs new status – alumni, whatever.

\*Get state support – federal earmarking – any option to retain operating dollars.

\*Hard to bring in new young faculty – no NSF -> the founding faculty are retiring.

\*Director’s salary – how do we get it? Eventually this kills the center. Deans and VC/VP cannot give salary for little or no overhead activity.

\*Without new dollars, most centers die. Need to look at the numbers.