

This coordination is achieved mainly through the annual budget and apportionment process. Also important, though, are weekly meetings at which the Director, NIH, and his key staff discuss common-interest matters with Institute Directors and division chiefs; and the requirement of administrative approval at the Office of Director, NIH level for Institute-division program needs for space, personnel, organizational changes, various services, etc. Individual staff members and staff components in the Office of the Director support the Director, NIH, in his coordinating role. These are the key arrangements:

1. There is a principal staff assistant to the Director, NIH, to coordinate each of the two major facets of the total program, intramural and extramural. For the intramural area, a director of laboratories and clinics is responsible for approval of budgets as well as current space and personnel allocations. Coordination is also effected through highly structured biweekly meetings with the scientific directors, who are in charge of the respective intramural research program for each Institute/division. Similarly, for the grants area, coordinating responsibilities are assigned to a staff official (the NIH Associate Director for extramural program) who provides a focus at the Office of the Director level for intelligence on grants problems and policy matters and for substantive review of overall NIH grants programs. He is supported in his tasks by data and analyses across grant activities provided by the Division of Research Grants. Also, he chairs monthly meetings of an executive committee for extramural affairs (ECEA), to which each Institute and division sends its extramural grants head, for information exchange and review of common-interest policies and problems.

2. Other staff or service components contribute to program coordination at the level of the Office of the Director, NIH:

The Office of International Research is responsible for policy formation, program analysis and other aspects of coordination for foreign or international components of NIH programs.

The Office of Program Planning is responsible for coordinating legislative planning for NIH activities; also for providing definitive data on present and future availability of research resources.

The Office of Administrative Management coordinates administrative servicing of NIH programs in terms of financial, personnel, and supply management; also office services.

The Division of Research Services provides centralized library, graphic art, and photographic services; also instrument engineering and development; animal breeding, supply and care; computation and data processing services, etc.

3. An important new mechanism to assist in coordinating the total NIH program is the recently approved outside advisory group to the Director of NIH. This group—to be drawn from science and public affairs leaders throughout the Nation—will advise on longer range planning, best distribution of available resources across total activities, new programs needed, and similar matters.

4. For the extramural area, coordination in terms of the quality of research supported is provided by the study section system. This assures peer group scientific review for all grants applications, irrespective of the program component from which support would come.

5. The Division of Research Grants is responsible for assigning each incoming grant application to a specific Institute or division, follow-