

Proposed Procedures for
Managing and Monitoring
Research Projects

The Project

1. Fit with our objectives
2. Purpose
3. Importance
4. Need
5. Duration
6. Results measurement

The Leader

1. Track record

The Institution

1. Record of support
2. Adequacy of facilities
3. Management
4. Tax exemption

The Cost

1. Budget
2. Fiscal responsibility
3. Accountability
4. Audit

Other Support

1. Who supports
2. Plans for when ours stops

	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>	<u>1988</u>	<u>1989</u>
	\$	\$	\$	\$	\$	\$
<u>BIOMEDICAL</u>						
University of Washington	215,000	500,000	500,000	500,000		
Duke University Medical Center (Robertson)	150,000	150,000	150,000	150,000		
Duke University Medical Center (RJRT)	79,600					
University of California, San Diego	275,000	550,000				
Harvard Medical School	510,000	579,041				
University of California, San Francisco	500,000	500,000				
Bowman Gray School of Medicine (Clarkson)	335,104	127,481				
Bowman Gray School of Medicine (Buckalew)	150,000	150,000				
Wistar Institute	250,000	250,000				
Trudeau Institute	250,000					
Eleanor Roosevelt Institute of Cancer Research	200,000	200,000				
University of Utah	250,000					
University of Colorado	170,000					
Medical College of Pennsylvania	150,000					
Rockefeller University	550,000	550,000				
Univ. of Texas Health Science Center	55,640	31,315	550,000			
SRI International (RJRT)	102,591	51,294	16,075			
Southwest Fdn. for Research & Education	200,000					
TOTAL COMMITMENTS OUTSTANDING	\$4,392,935	\$5,809,131	\$1,216,075	\$650,000	\$650,000	\$
Uncommitted	1,107,065	1,690,869	4,283,925	4,850,000	5,500,000	
BUDGET	\$ 5,500,000	\$ 5,500,000	\$5,500,000	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000

VDW: 06/21/84

BIOMEDICAL RESEARCH

<u>Reynolds Industries Program</u>	<u>TOTAL COMMITMENT</u>	<u>YEAR COMMENCED</u>	<u>DURATION INCLUDING RENEWALS</u>	<u>PAYMENTS PRIOR TO 1984</u>	<u>1984 BUDGET</u>	<u>1985 BUDGET</u>	<u>1986 BUDGET</u>	<u>1987 BUDGET</u>	<u>1988 BUDGET</u>
Harvard Medical School (Dr. Barger)	\$3,694,000	1978	7 yrs	\$2,604,959	\$ 510,000	\$ 579,041	\$	\$	\$
Univ. of CA., San Diego (Dr. Moser)	3,782,400	1979	7 yrs	2,957,400	275,000	550,000			
Bowman Gray Sch of Med. (Dr. Clarkson)	1,365,128	1981	6 yrs	902,543	335,104	127,481			
Bowman Gray Sch of Med. (Dr. Buckalew)	500,000	1983	3 yrs	200,000	150,000	150,000			
Eleanor Roosevelt Inst. of Cancer Research (Dr. Puck)	1,235,000	1979	5 yrs	835,000	200,000	200,000			
Univ. of Colorado (Dr. Pierce)	2,605,402	1978	5 yrs	2,265,402	170,000	170,000			
Univ. of Washington (Dr. Ross)	5,300,000	1977	10 yrs	3,585,000	215,000	500,000	500,000	500,000	
Rockefeller Univ. (Dr. Lederburg)	6,100,000	1976	8 yrs	4,450,000	550,000	550,000	550,000		
Univ. of CA - San Fran. (Dr. Prusiner)	2,697,500	1980	6 yrs	1,697,500	500,000	500,000			
Trudeau Institute (Dr. North)	750,000	1982	3 yrs	500,000	250,000				
Duke Univ. Med. Center (Dr. Robertson)	750,000	1983	5 yrs	150,000	150,000	150,000	150,000	150,000	
Wistar Institute (Dr. Koprowski)	750,000	1983	3 yrs	250,000	250,000	250,000			
Univ. of Utah (Dr. Matsen)	500,000	1983	1 yr	250,000	250,000				
Medical College of PA. (Dr. Cooper)	575,000	1975	9 yrs	575,000					
SW Foundation for Res. & Ed. (Dr. McGill)	1,173,015	1981	4 yrs	973,015	200,000				
Total R.R.I Biomedical	\$31,777,445			\$22,195,819	\$4,005,104	\$3,726,522	\$1,200,000	\$ 650,000	

BIO MEDICAL RESEARCH

<u>Reynolds Tobacco Program</u>	<u>TOTAL COMMITMENT</u>	<u>YEAR COMMENCED</u>	<u>DURATION INCLUDING RENEWALS</u>	<u>PAYMENTS PRIOR TO 1984</u>	<u>1984 BUDGET</u>	<u>1985 BUDGET</u>	<u>1986 BUDGET</u>	<u>1987 BUDGET</u>	<u>1988 BUDGET</u>
Duke Univ. Med. Center (Dr. Williams)	\$ 193,200	1983	2 yrs	\$ 113,600	\$ 79,600	\$	\$	\$	\$
Univ. of Texas Health Science Center (Dr. Jenkinson)	103,030	1983	4 yrs	0	55,640	31,315	16,075		
SRI International (Dr. Rosenman)	153,886	1984	2 yrs	0	102,591	51,295			
Rey. Tob. Program Total	\$ 450,116			\$ 113,600	\$ 237,831	\$ 82,610	\$ 16,075		

<u>Completed</u>	<u>TOTAL COMMITMENT</u>	<u>YEAR COMMENCED</u>	<u>DURATION INCLUDING RENEWALS</u>	<u>PAYMENTS PRIOR TO 1984</u>	<u>1984 BUDGET</u>	<u>1985 BUDGET</u>	<u>1986 BUDGET</u>	<u>1987 BUDGET</u>	<u>1988 BUDGET</u>
Bowman Gray Sch of Med. (Dr. Clarkson)	\$ 280,000	1978	3 yrs	\$ 280,000					
Bowman Gray Sch of Med. (Dr. Clarkson)	360,157	1979	3 yrs	360,157					
New York University (Dr. Post)	244,000	1980	3 yrs	244,000					
Univ. of So. Calif. (Dr. Heidelberger)	500,000	1981	2 yrs	500,000					
Jackson Laboratory (Dr. Sanford)	249,200	1983	2 yrs	249,200					
Univ. of Pennsylvania (Dr. Stemmler)	1,250,000	1980	5 yrs	1,250,000					
Salk Institute (Dr. Cowan)	46,850	1983	1 yr	46,850					
Total Completed	\$2,930,207			\$2,930,207					
Grand Total	\$35,157,768			\$4,242,935	\$3,809,132	\$1,216,075	\$ 650,000		

BIOMEDICAL RESEARCH

<u>INSTITUTION</u>	<u>PRINCIPAL INVESTIGATOR</u>	<u>SUBJECT</u>
<u>Reynolds Industries Program</u>		
Bowman Gray Sch of Med.	Winston-Salem, N.C.	Hypertension
Bowman Gray Sch of Med.	Winston-Salem, N.C.	Atherosclerosis Research
Univ. of CA., San Diego	San Diego, CA	Pulmonary Research
Univ. of CA -San Fran.	San Francisco, CA	Slow Virus Research
Univ. of Colorado	Denver, Colorado	Cancer Research
Duke Univ. Med. Center	Durham, N.C.	Molecular Cellular Biology
Eleanor Roosevelt Inst. of Cancer Research	Denver, Colorado	Cancer Research
Harvard Medical School	Boston, Massachusetts	Cardiovascular Disease
Med. College of PA	Philadelphia, PA	Cancer Treatment
Rockefeller Univ.	New York, N.Y.	Cancer Related Research
S.W. Foundation for Research & Ed.	San Antonio, TX	Atherosclerosis
Trudeau Institute	Saranac Lake, N.Y.	Basic Cancer Research
Univ. of Utah	Salt Lake City, Utah	Muscular & Connective Tissue Research
Univ. of Washington	Seattle, WA	Atherosclerosis
Wistar Institute	Philadelphia, PA	Virus Research
<u>Reynolds Tobacco Program</u>		
Univ. of Texas Health Science Center	San Antonio, Tx.	Human Lung Injury
Duke Univ. Medical Ctr.	Durham, N.C.	Stress-related Heart Disease
SRI International	Menlo Park, CA.	Psychophysiological Responses to Stress
<u>Completed</u>		
Bowman Gray Sch of Med.	Winston-Salem, N.C.	Atherosclerosis Research
Bowman Gray Sch of Med.	Winston-Salem, N.C.	Atherosclerosis Research
Jackson Laboratory	Bar Harbor, Maine	Research Equipment
Univ. of So. Calif.	Los Angeles, CA.	Cancer Research
New York Univ.	New York, N.Y.	Human Breast Cancer
Salik Institute	San Diego, CA.	Research Equipment
Univ. of Pennsylvania	Philadelphia, PA.	Diabetes Research

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MEDICAL RESEARCH ADVISORY COMMITTEE (MRAC)

INTRODUCTION

Thirty years ago, about ten years prior to the 1964 Surgeon General's Report, R. J. Reynolds Tobacco Company began its involvement with biomedical research. From that beginning there have emerged four distinct directions.

1. The first of these is industry-supported research begun through what is now known as the Council for Tobacco Research (CTR). That continues to represent the industry-sponsored approach into research related directly to smoking and health. R.J. Reynolds Tobacco Company is the largest single supporter of research through CTR.
2. In 1976 R.J. Reynolds Industries began a program of support for basic biomedical research, the objectives of which were:
 - a. to discharge an obligation of corporate citizenship,
 - b. to establish credibility in the scientific community, and
 - c. to contribute to the prevention and cure of diseases for which tobacco products have been associated.
3. In 1983, R. J. Reynolds Tobacco Company initiated a program of support for research in the biomedical sciences, specifically concentrating on the processes of the various chronic degenerative diseases with which tobacco is associated.
4. Also in 1983 R. J. Reynolds Tobacco Company's R&D function initiated a program of research designed to study the characteristics and scope of the defense mechanisms of the "normal" lung.

Except for items 1 and 4, research into chronic degenerative disease has been coordinated by the Contributions Committee of the Board of Directors of R. J. Reynolds Industries, Inc. Separate advisory committees however have been created to administer the medical research initiated by R. J. Reynolds Tobacco Company

in 1983 and that begun by R. J. Reynolds Industries in 1976. It is the purpose of this committee to bring numbers 2 & 3 together so that three distinct programs will result:

1. That managed by the Council for Tobacco Research, which is partially financed by R. J. Reynolds Tobacco Company.
2. That managed by the R&D function of R. J. Reynolds Tobacco Company and dealing with product related research; and
3. That managed by the Contributions Committee of the Board of Directors of R. J. Reynolds Industries, Inc.

It is the third of these items with which this paper is concerned.

CONSTITUTION OF THE COMMITTEE

In the interest of promoting coordination of medical research, a committee has been formed consisting of the Senior Vice President, Corporate Research and Development, of R. J. Reynolds Industries, the Vice President, Research and Development, of R. J. Reynolds Tobacco Company, the Senior Vice President, General Counsel and Secretary of R. J. Reynolds Industries and the Vice President, General Counsel and Secretary of R. J. Reynolds Tobacco Company. The Committee is chaired by the Senior Vice President, Corporate Research and Development of R. J. Reynolds Industries, Inc.

PURPOSE OF COMMITTEE

The general purpose of the Medical Research Advisory Committee (MRAC) is to act in an advisory capacity to the Contributions Committee of the Board of Directors of R. J. Reynolds Industries, Inc.

Members of MRAC will be expected to both initiate recommendations of support for projects meeting corporate objectives and to accept responsibility for monitoring and evaluating grants made to major selected grantees. More specifically, but without limitation, MRAC's advisory responsibilities will include:

1. reviewing from time to time the Company's policies and objectives in regard to medical research and recommending changes therein as seem advisable;
2. reviewing and suggesting appropriate changes in proposed budgets for medical research before submission to the Contributions Committee of the Board of Directors;
3. researching and evaluating specific requests and recommending disposition thereof to the Contributions Committee of the Board of Directors; and
4. overseeing the ongoing research projects which are under the purview of the Contributions Committee to assure adherence to research grants.

APPOINTMENTS AND TERM OF OFFICE

All appointments will be made by the Chairman of the Contributions Committee of the Board of Directors of R. J. Reynolds Industries, Inc. Appointments will be made in April of each year and shall be for one year beginning May 1.

VACANCIES

An appointee shall cease to be a member of the Committee if his employment terminates or if he is transferred to another operation of the Company. A replacement shall be appointed by the Chairman of the Contributions Committee of the Board of Directors to fill the unexpired term created by the vacancy.

QUORUM

A majority of the members shall constitute a quorum, whether at a called meeting or without a meeting being held.

MEETINGS

MRAC shall meet at such times and places as its Chairman may specify.

EXPENSES

Meeting expenses, excluding travel and lodging of participants employed by the Company or one of its operating units, and expenses for consultancy fees shall be paid from a budget to be established by MRAC and administered by its Chairman.

OFFICERS

There shall be a Chairman and a Secretary. The Chairman shall be appointed by the Chairman of the Contributions Committee of the Board of Directors. The Secretary shall be the Director of Corporate Contributions of the Company.