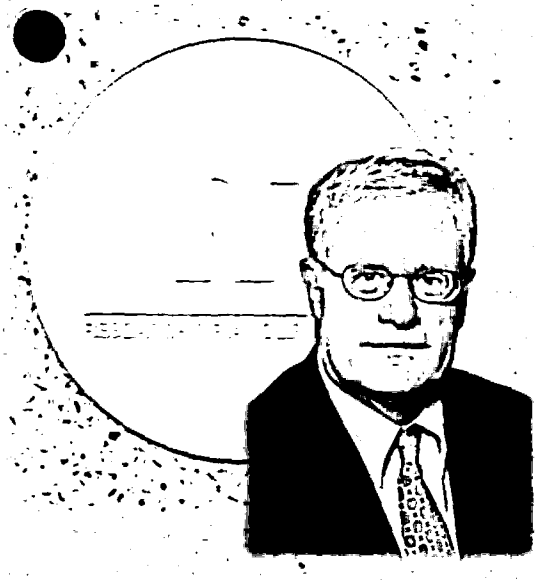
Research Triangle Institute

1998 ANNUAL REPORT

Contents

About the Cover

RTI offers diverse research, development, and technical services in advanced technologies, the environment, health and pharmaceuticals, public policy, and survey and statistics. In fiscal year 1998, RTI had outstanding growth in all dimensions. This annual report shows how we have grown and where we are headed.



Statement from the President

Research Triangle Institute's 40th year of operation was one of its best. Fiscal year 1998 saw unprecedented growth in all corporate dimensions: accomplishments, scientific stature, scientific diversity, and corporate resources.

As you will read in this report, this growth is tied to the excellence of RTI's research and administrative staff. They are dedicated to the company's core values and its mission to improve the human condition. Indeed, one of the most satisfying results for 1998 was a substantial increase in the number of RTI personnel and in professional opportunities for all staff members.

RTI's success also is built on the foundation established by our first president, George Herbert, and by Tom Wooten, who served as president from 1989 until his retirement in September 1998. Under their leadership, RTI defined its goals and identified and implemented innovative strategies to achieve them.

Today, there is increasing recognition of the value and impact of science and technology in our society. Because of its mission, excellence, and financial strength, RTI is well-positioned for success in this environment.

Alvin M. Cruze, Ph.D.
Interim President

Growth In All Dimensio

Accomplishments

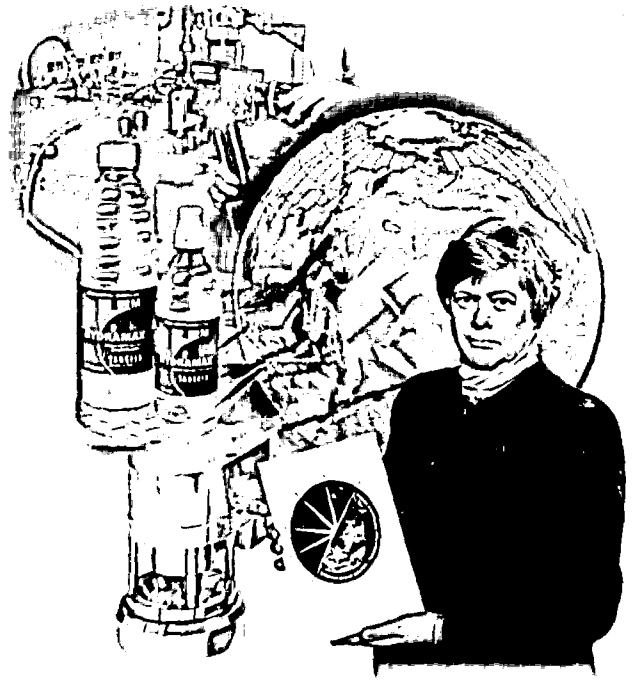
For Research Triangle Institute, 1998 was a year of accomplishment in multiple dimensions. There were new discoveries, innovative services, and product development spanning many fields of science and extending worldwide.

In 1998, a primary goal was to expand both RTI's government work and its revenues from the private sector. That goal was met, as RTI strengthened its relationships with existing clients and formed new partnerships. RTI acquired new government contracts, broadened relationships with its commercial clients, and expanded its work with academic and other types of public- and private-sector organizations.

For government clients, RTI had numerous accomplishments in 1998:

RTI advanced its leadership in national survey research by carrying out two of the most challenging federal surveys in public health: the National Household Survey on Drug Abuse and the National Survey of Child and Adolescent Well-Being, both for agencies of the U.S. Department of Health and Human Services. RTI also expanded its work for the U.S. Department of Education to include four surveys about postsecondary education. RTI's success in survey work stems from its excellent research team and its innovative methods to collect sensitive data.

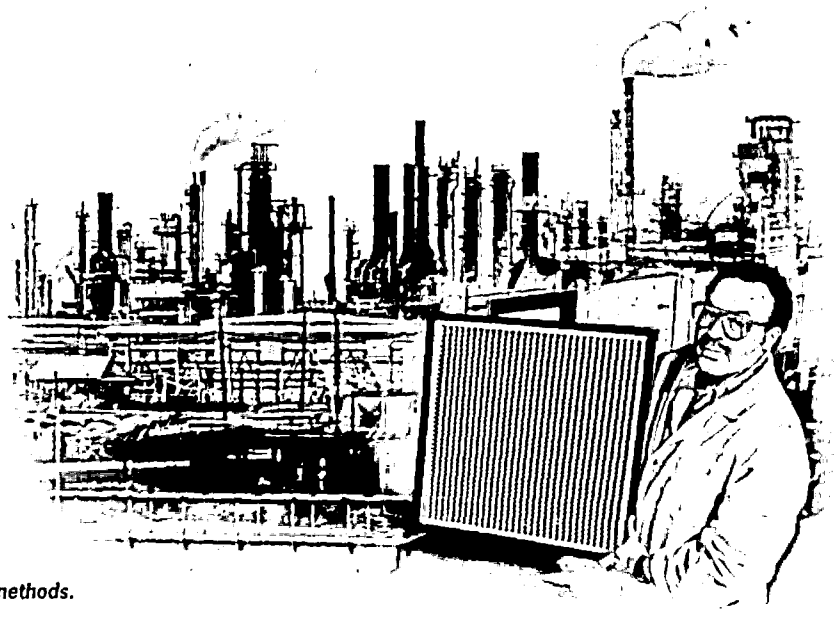
The National Household Survey on Drug Abuse, RTI's largest project, involves literally hundreds of people. Thomas G. Virag is project director.



RTI continued to transfer technologies successfully from government and industry laboratories to commercial products. Using its ability to identify applications and assess markets, RTI has become a leader in technology transfer for the National Aeronautics and Space Administration (NASA). This expertise has been extended to the National Institutes of Health and the private sector.

Doris J. Rouse, Ph.D., leads a team that has successfully transferred NASA technologies to 25 commercial products since 1995.

In environmental research, the U.S. Environmental Protection Agency (EPA) selected RTI to operate two Environmental Technology Verification pilot programs: Air Pollution Control Technology and Indoor Air Products. RTI independently evaluates environmental technologies, providing objective, quality-assured performance data.

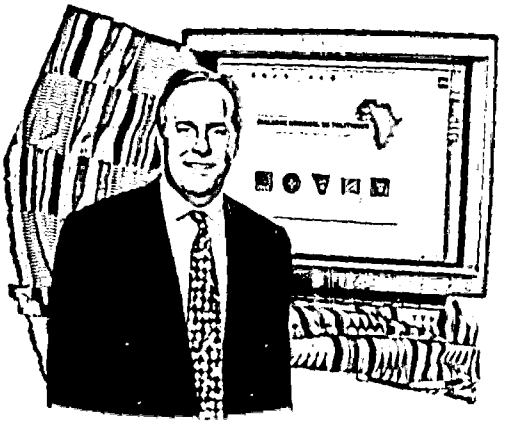


RTI has forged new industry and EPA partnerships to verify environmental technologies. Engineering technician Daryl Smith evaluates filtration methods.

In electronics research and development, RTI patented a new bipolar transistor technology. RTI, along with a government sponsor and industrial partners, is using this technology to develop low-power 100 gigahertz circuits. RTI also has two patent applications pending for advanced thermoelectric materials and device concepts for cooling applications for the Defense Advanced Research Projects Agency. Measurements in 1998 demonstrate that RTI has advanced the state of the art with significant improvements in material efficiency.

Accomplishments (continued)

In the field of international development, RTI staff played a key role in South Africa, helping the country achieve national consensus on education reform during its transition to democracy. In a new project, RTI is assisting South Africans with the managerial, financial, and information systems to implement the reforms.



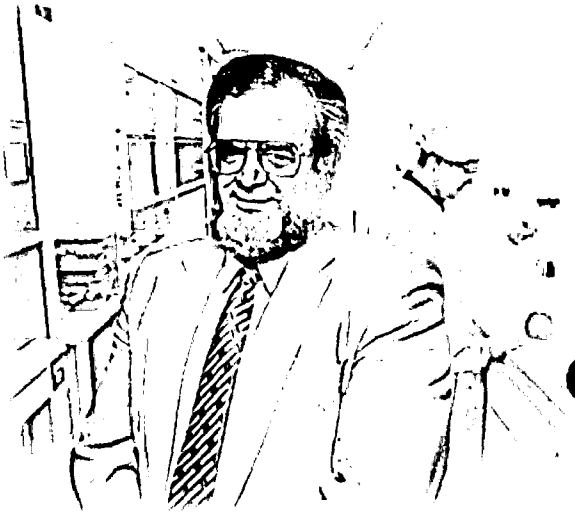
In the Leland Initiative, RTI helps growing communities in Africa apply global information technologies to achieve sustainable development. Henry P. Minis, Jr., leads this effort.

In partnership with commercial clients, RTI had many achievements in 1998:

RTI doubled its pharmaceutical revenues from drug discovery, development, and outcomes research. There was notable growth in statistical support of clinical research and postmarketing studies in pharmacoeconomics and disease management. Drug discovery and preclinical research also were strong. One of RTI's anticancer discoveries, Taxol®, approached $1 billion in sales for Bristol-Myers Squibb Company in 1998.

RTI now conducts R&D for more than 40 pharmaceutical companies, including nine of the ten largest. Josephine A. Mauskopf, Ph.D., heads RTI's successful multinational effort in pharmacoeconomics.

With the acquisition of two industry-sponsored projects, RTI built on its 20-year record of accomplishment in research on measuring human exposure to harmful pollutants. One of these projects led to peer-reviewed reports on the extent to which people take in chemicals from gasoline additives (published in *Atmospheric Environment).* In another project, RTI worked to determine exposure to harmful chemicals in chlorinated drinking water.

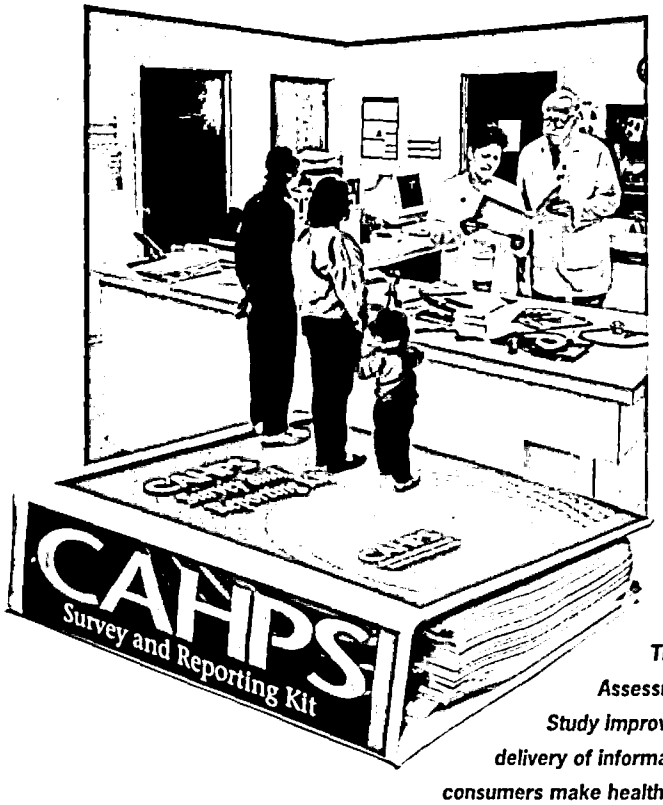


Under the leadership of Edo D. Pellizzari, Ph.D., RTI has extended its chemical exposure assessment work into multiple applications for the public and private sectors.

In collaboration with academic and other institutions, RTI also had a year of achievement:

A joint team from RTI and the University of North Carolina at Chapel Hill issued one of the first in a new generation of reports as part of the Evidence-Based Practice Center initiative. This report documented the evidence surrounding pharmacotherapies to treat alcohol dependence. The report provided the scientific foundation for steps that public and private organizations might take to improve the quality of health care.

An RTI-UNC team, co-led by Kathleen N. Lohr, Ph.D., produced one of the first in a new generation of evidence-based practice reports, sponsored by the Agency for Health Care Policy and Research, to help improve the quality of health care.



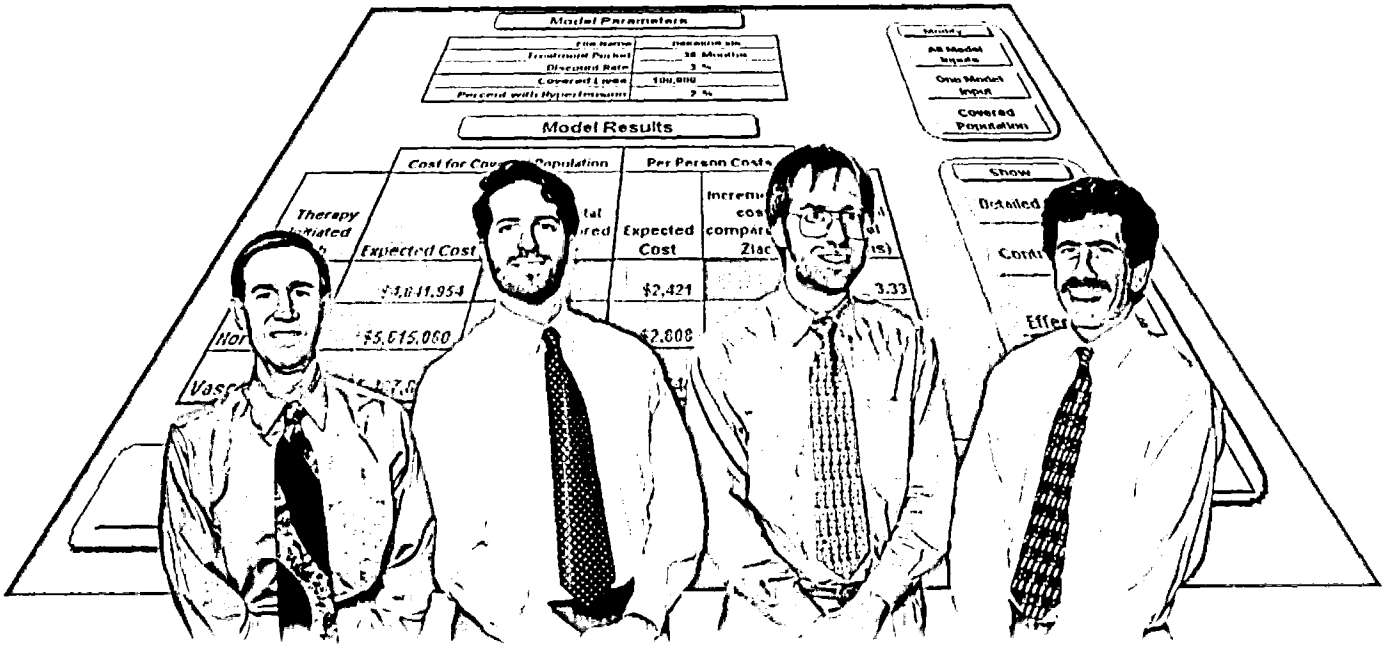
The Consumer Assessment of Health Plans Study improves the quality and delivery of information to help consumers make health care decisions.

In collaboration with Harvard University, RAND, and the Agency for Health Care Policy and Research, RTI released the Consumer Assessment of Health Plans Study (CAHPS) Survey and Reporting Kit™. This kit equips states and health plans to collect and provide consumers with useful information for selecting health care services. In 1999, the group will publish a special supplement to the journal *Medical Care* about the development, testing, and applications of CAHPS materials.

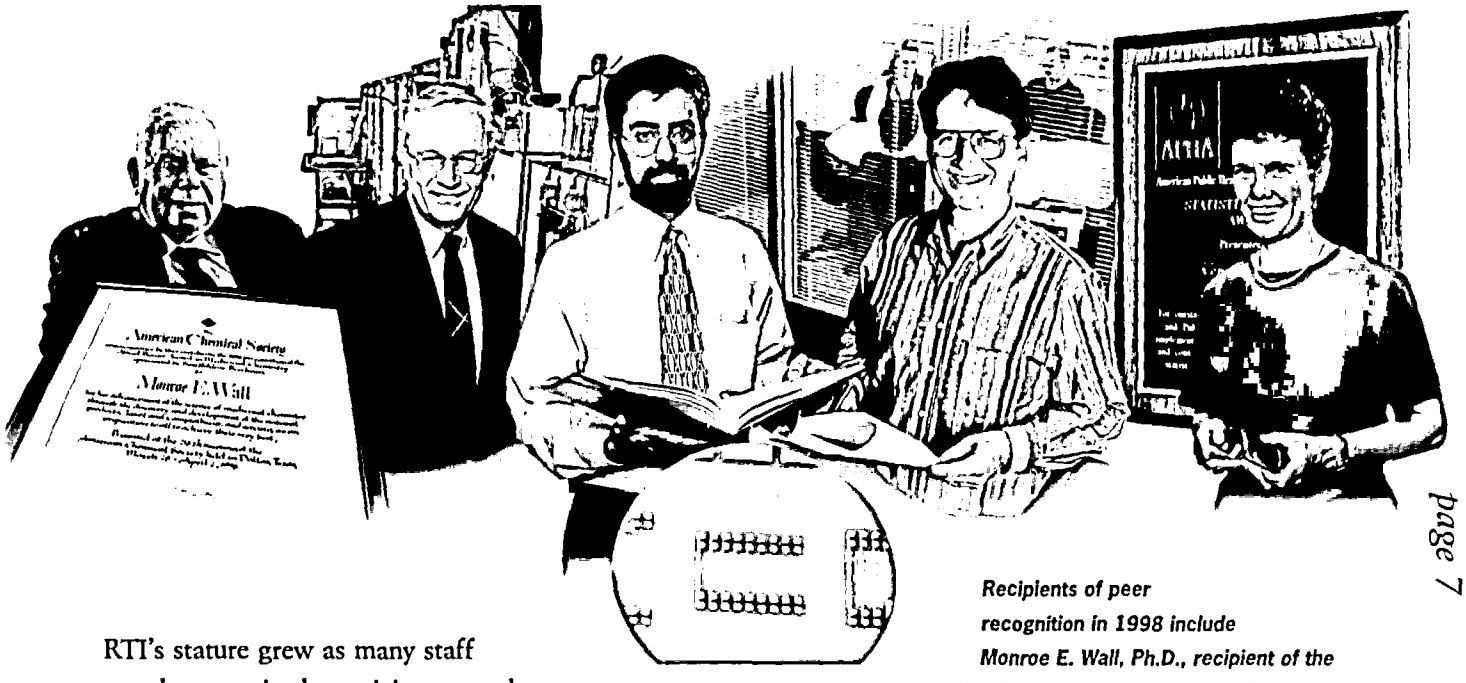
Scientific Stature

RTI views scientific stature as the fundamental measure of success for an independent research organization. In 1998, RTI enhanced its reputation for delivering superior science by producing hundreds of professional reports, publications, and presentations. Among these were *Drug Use in Metropolitan America,* a book based on RTI's extensive research on drug use in Washington, D.C., and an article in the prominent journal *Science* that described an innovative computer-based method for collecting sensitive data in public health research.

Robert M. Bray, Ph.D., is principal investigator on the Washington, D.C., Metropolitan Area Drug Study and on worldwide studies of health behaviors among military personnel.



As its collaboration with the Centers for Disease Control and Prevention grew in 1998, RTI's team for economic evaluation of prevention effectiveness produced numerous professional papers. This team includes (left to right): Donald W. Anderson; Matthew C. Farrelly, Ph.D.; Thomas J. Hoerger, Ph.D.; and Gary A. Zarkin, Ph.D.



RTI's stature grew as many staff members received prestigious awards and recognition for leadership from professional organizations. These honors represent the entire span of research accomplishment at RTI.

Recipients of peer recognition in 1998 include Monroe E. Wall, Ph.D., recipient of the Alfred E. Burger Award in Medicinal Chemistry from the American Chemical Society; David S. Ensor, Ph.D., cofounding editor of the journal Aerosol Science and Technology and president of the International Aerosol Research Assembly (1996–1998); Rama Venkatasubramanian, Ph.D., senior member of the Institute of Electrical and Electronics Engineers; Christopher Ringwalt, DrPH, chair of the Alcohol, Tobacco, and Other Drugs Section of the American Public Health Association (APHA); and Kerrie E. Boyle, Ph.D., recipient of the APHA Statistics Section annual award for outstanding contributions to public health.

To help staff develop new professional skills and build their reputations, RTI provided seven Professional Development Awards. Awards in 1998 supported the following efforts:

- Research on technology for removing contaminants from soil
- Journal articles on using life-cycle assessment in municipal solid waste management
- Audit training for the International Standards Organization's Environmental Management System Standard (ISO 14000)
- Preparation of a book on survey quality
- A study on social support to moderate effects of sexual victimization
- Research and publications on youth violence
- Preparation of a special issue of *The Journal of Prevention and Intervention* focusing on women's health research.

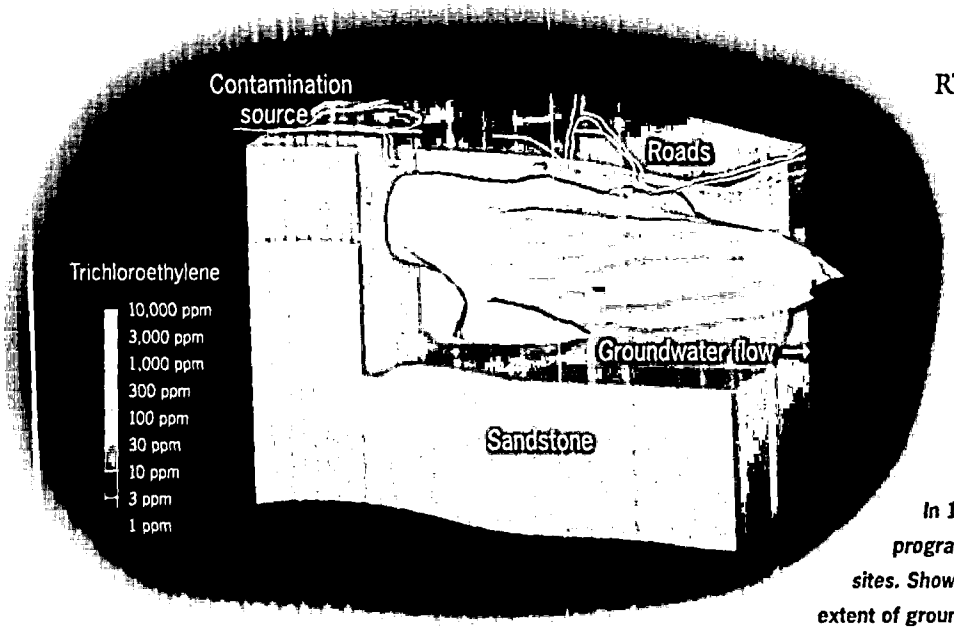
Scientific Diversity

The scope of RTI's scientific endeavor makes the Institute one of the world's most diversified research organizations. RTI has strong core capabilities in the statistical, social, physical, and life sciences, as well as in many fields of engineering. This diversity yields a unique growth opportunity—RTI can meet clients' most challenging needs by combining multiple disciplines into new programs and new capabilities.

In 1998, RTI staff in various disciplines collaborated on several innovative projects:

RTI environmental scientists and international development experts built on successful water quality projects they have carried out in Indonesia, Poland, Ecuador, West Africa, Tunisia, and India. In 1998, they started a new project to improve the quality and efficiency of water utility services in the Russian Far East city of Nakhodka.

RTI helps communities around the world plan, develop, and manage water quality and supply. Shown here is a deep well system in Indonesia that provides both drinking water and irrigation for a village.



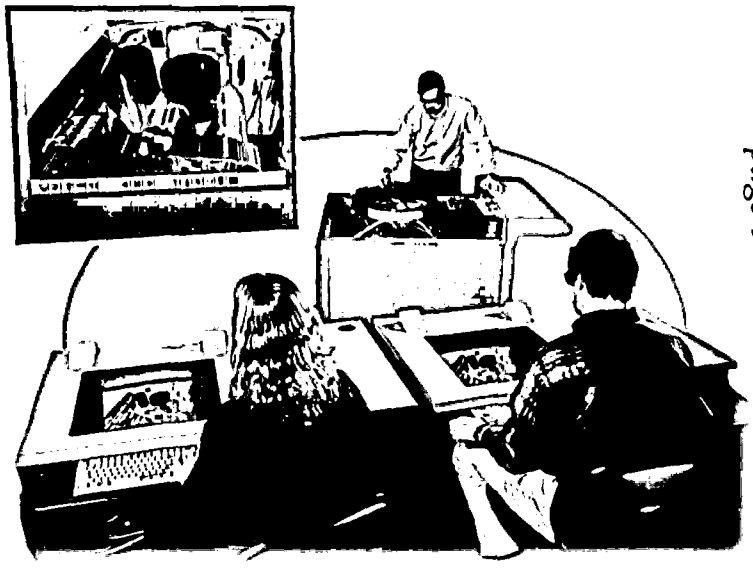
RTI environmental engineers and sustainable development experts began working with cities in the United States to identify, assess, and redevelop abandoned property. In collaboration with the Frank Hawkins Kenan Institute of Private Enterprise, RTI is pursuing innovative and comprehensive programs and computer tools to aid in the redevelopment process.

In 1998, RTI established a new multidisciplinary program to help cities redevelop abandoned industrial sites. Shown here is a three-dimensional representation of the extent of groundwater contamination.

RTI chemists, statisticians, and economists expanded their natural products pharmaceutical research. Chemists provided analytical research, statisticians provided data coordination for a large clinical trial, and economists analyzed potential regulatory issues regarding natural product claims.

To further its scientific diversity, RTI awarded Strategic Capability Development Awards to promote multidisciplinary initiatives. One award was used to combine RTI's education research and digital systems capabilities. The team has created one of the world's premier centers for technology-assisted training and has developed training tools using virtual reality.

RTI has taken a leadership role in applications of technology-assisted learning, incorporating virtual reality into training programs for the military and for the private sector.



RTI'S LARGEST CLIENTS

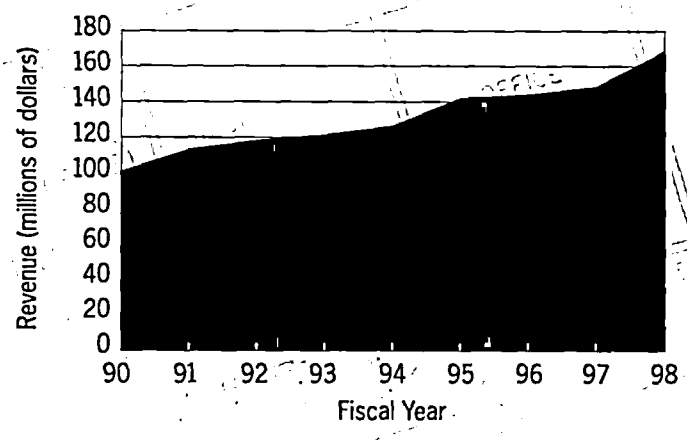
National Institutes of Health • Substance Abuse and Mental Health Services Administration • Environmental Protection Agency • Agency for International Development • Department of Defense • Department of Education • National Aeronautics and Space Administration • State of North Carolina • Glaxo Wellcome plc • Bristol-Myers Squibb Co. • Johnson & Johnson Family of Companies • Michelin North America • Nielsen Media Research • Electric Power Research Institute • World Bank • American Industrial Hygiene Association • The Robert Wood Johnson Foundation •

Scientific diversity has led to a diverse client base for RTI. In 1998, RTI worked with agencies in almost all departments of the U.S. federal government, more than 100 companies, state and local governments, foundations, and international development organizations. The U.S. Department of Health and Human Services was the largest source of contract funding for RTI, followed by the private sector, the U.S. Environmental Protection Agency, the U.S. Agency for International Development, the U.S. Department of Defense, the U.S. Department of Education, and NASA.

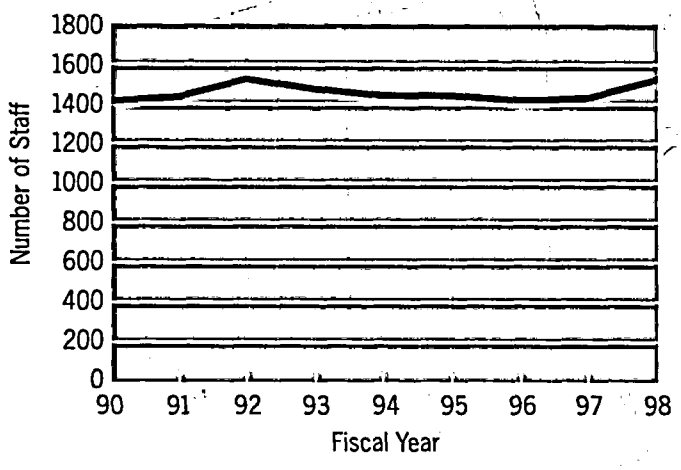
Corporate Resources

Research thrives in a strong, well-managed fiscal environment where there are funds to invest in new projects, new personnel, and state-of-the-art facilities and equipment.

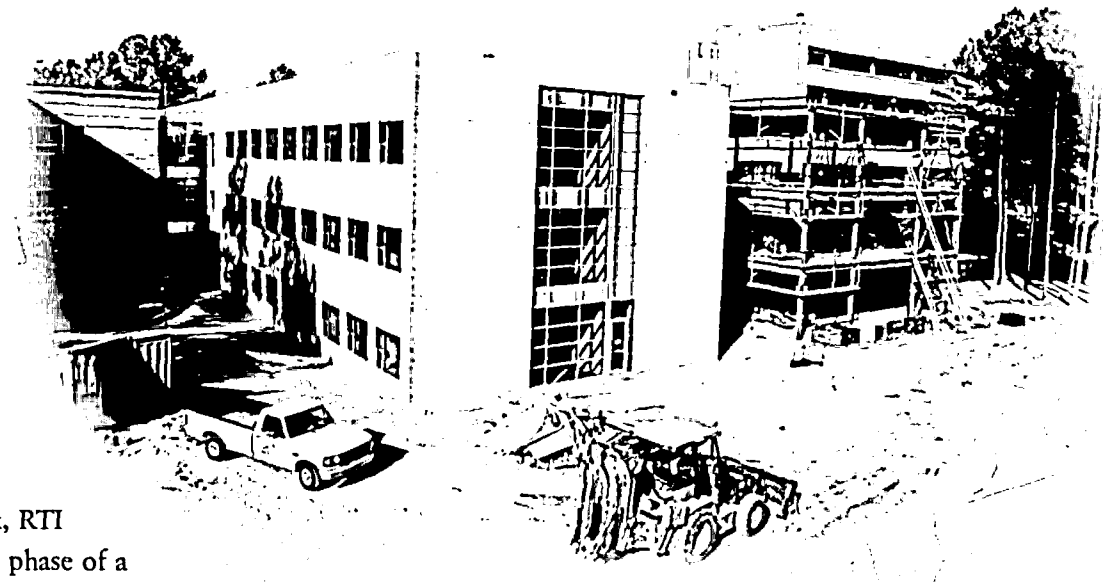
In 1998, RTI's balance sheet and income statement improved substantially, putting the company in the strongest financial position in its history. RTI achieved revenue growth of 13.3% to $167.9 million and won a record amount of new funding for research in the near term, $176.9 million. Revenue from the private sector reached more than $21.1 million. Net income, all of which RTI reinvests in capabilities and facilities, increased 19.7% to $5.5 million.



RTI also worked to manage costs and improve productivity. The company has reduced overhead costs per unit of labor by more than 15% since 1990. Through this cost management, RTI generated greater resources for investment in new personnel and research facilities.

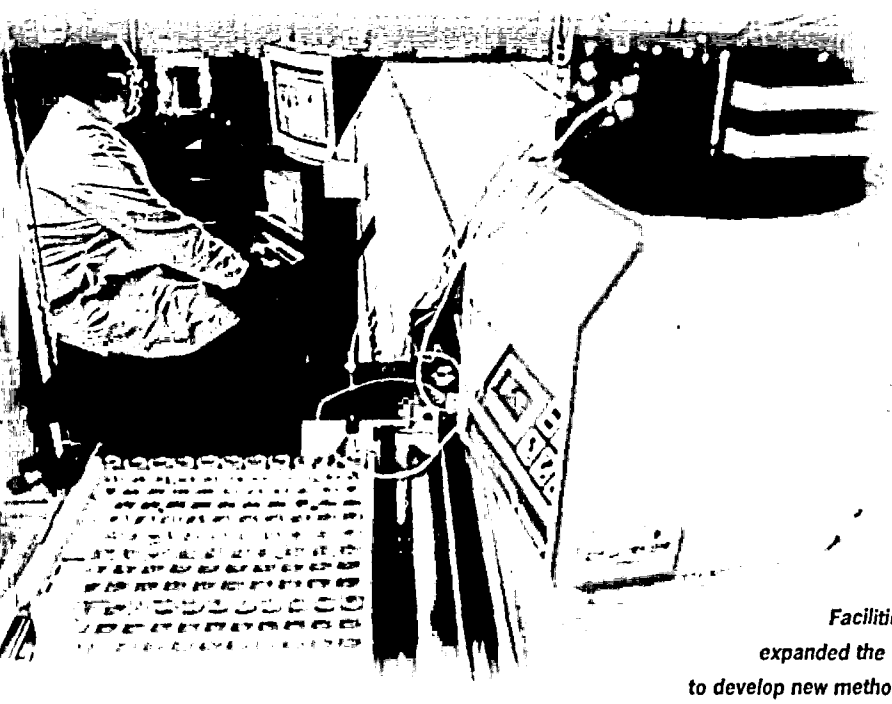


RTI's staff expanded in 1998 by a net increase of almost 100 people, three-quarters of them at the main facility in Research Triangle Park, North Carolina, and the remainder at research offices worldwide. In 1998, RTI opened new research offices in Chicago, Atlanta, and London, bringing the total to eight. The existing metropolitan D.C. offices expanded their facilities and grew to a staff of more than 70.



In Research Triangle Park, RTI built the first phase of a new office building and began construction on a second phase that will be completed in 1999. This structure will provide offices for 200 staff members in the growing statistics and survey research programs and will provide new opportunities for collaboration among social science programs.

To accommodate growth, RTI is constructing a new office building that will house 200 staff members. One-half of the building is now occupied; the rest will be ready for occupancy in 1999.



During 1998, RTI also completed reconstruction of state-of-the-art laboratories for environmental chemistry, providing facilities for government and private-sector programs. This construction continued a decade-long plan to expand and upgrade chemistry laboratories, an essential investment for RTI's scientific excellence in these research areas.

Facilities improvements expanded the capacity of RTI programs to develop new methods for collecting and analyzing environmental materials.

Financial Summary

The financial statements below show the following results from fiscal year 1998:

- Revenue from research operations of $167.9 million for fiscal year 1998 exceeded fiscal year 1997 revenue by $19.7 million, an increase of 13.3%.
- Net income of $5.5 million for fiscal year 1998 was 19.7% more than in fiscal year 1997.
- Total Institute capital at the end of fiscal year 1998 was $67.0 million, a one-year increase of more than $5 million.

RTI also received $176.9 million of new funding for research projects in fiscal year 1998, an increase of 15.2% compared with fiscal year 1997.

Income Statement *(in thousands of dollars)*

	1998	1997
Revenue from research contracts	$167,913	$148,221
Direct and indirect labor	(87,095)	(82,156)
Other direct costs	(56,800)	(45,628)
Other variable costs	(9,307)	(6,919)
Fixed costs	(9,639)	(9,630)
Net revenue from operations	5,072	3,888
Other income (net of interest expense)	472	745
Net revenue	$ 5,544	$ 4,633

Balance Sheet *(in thousands of dollars)*

	1998	1997
Current assets	$39,515	$35,904
Property and equipment	93,512	85,862
Accumulated depreciation	(44,625)	(40,778)
Other noncurrent assets	2,229	2,626
Total assets	$90,631	$83,614
Current liabilities	$22,045	$19,574
Long-term notes payable	1,625	2,623
Total liabilities	23,670	22,197
Contributed capital (unrestricted)	4,879	4,879
Contributed capital (restricted)	1,726	1,624
Accumulated net revenue invested in research operations	60,356	54,914
Total Institute capital	66,961	61,417
Total liabilities and Institute capital	$90,631	$83,614

Board of Governors

Of the entire Board, five Governors hold seats by virtue of their positions: the presidents of The University of North Carolina, Duke University, and Research Triangle Institute and the chancellors of North Carolina State University and the University of North Carolina at Chapel Hill; three are specified in the bylaws: William C. Friday, Marcus E. Hobbs, and William F. Little; nine are appointed annually to represent Duke University, The University of North Carolina general administration, North Carolina State University, and UNC-Chapel Hill; and up to fifteen are selected from the business and scientific communities.

Chairman

Earl Johnson, Jr.*
Chairman, Southern Industrial Constructors, Raleigh

Board Members

William F. Little**
Retired Senior Vice President, The University of North Carolina

Erich Bloch
Distinguished Fellow, Council on Competitiveness, Washington, D.C.

Enriqueta C. Bond*
President, Burroughs Wellcome Fund, Durham

Molly Corbett Broad
President, The University of North Carolina

Roy Carroll*
Senior Vice President and Vice President for Academic Affairs, The University of North Carolina

Julius L. Chambers
Chancellor, North Carolina Central University

Ivie L. Clayton*
Business Consultant, Raleigh

Alvin M. Cruze*
Interim President, Research Triangle Institute

Thomas F. Darden
Managing Director, Cherokee Investment Security, Raleigh

Earl H. Dowell
J.A. Jones Professor and Dean, School of Engineering, Duke University

Marye Anne Fox
Chancellor, North Carolina State University

William C. Friday
President, William R. Kenan, Jr. Fund, Chapel Hill

Steve C. Griffith, Jr.
Retired Vice Chairman, Duke Power Company, Charlotte

Margaret T. Harper
Newspaper Publisher, Southport

Marcus E. Hobbs*
University Distinguished Service Professor Emeritus of Chemistry, Duke University

Michael Hooker
Chancellor, University of North Carolina at Chapel Hill

William G. Howard, Jr.
Consultant, Scottsdale, Arizona

M. Ross Johnson
President and CEO, TRIMERIS, Durham

Nannerl O. Keohane
President, Duke University

Roger O. McClellan
President, Chemical Industry Institute of Toxicology, Research Triangle Park

Thomas J. Meyer*
Vice Provost for Graduate Studies and Research, University of North Carolina at Chapel Hill

Charles G. Moreland*
Vice Chancellor for Research, Outreach, Extension and Economic Development, North Carolina State University

Charles E. Putman*
Senior Vice President for Research Administration and Policy, Duke University

Richard J. Richardson*
Provost, University of North Carolina at Chapel Hill

John W. Strohbehn*
Provost, Duke University

Tallman Trask, III
Executive Vice President, Duke University

Gail R. Wilensky
Senior Fellow, Project Hope, Bethesda, Maryland

Phail Wynn, Jr.
President, Durham Technical Community College, Durham

Members of the Corporation

Members are the equivalent of RTI shareholders. As such, they elect the Governors who represent the business and scientific communities.

Members of the Corporation include the chairmen and presidents of The University of North Carolina and Duke University, and representatives elected annually from and by the Duke University Board of Trustees and the Board of Governors of The University of North Carolina.

Members of the Corporation representing Duke University are:

John A. Forlines, Jr.
Granite Falls

Nannerl O. Keohane
Durham

Randall L. Tobias
Indianapolis, Indiana

Thad B. Wester
Bald Head Island

Members of the Corporation *representing The University of* North Carolina are:

Molly Corbett Broad
Chapel Hill

Samuel H. Poole
Raleigh

Paul J. Rizzo
Chapel Hill

Benjamin S. Ruffin
Winston-Salem

Corporate Officers

RTI officers, including the research vice presidents listed on page 14, are elected by the Board of Governors.

Alvin M. Cruze
Interim President

William H. Perkins, Jr.
Vice President, Finance

Richard C. McGivney
Controller

Woody H. Yates
Assistant Treasurer

Suzanne P. Nash
Corporate Secretary

Carolyn J. Harris
Assistant Corporate Secretary ■

**Member, Executive Committee*
***Chairman, Executive Committee*

Research Triangle Institute

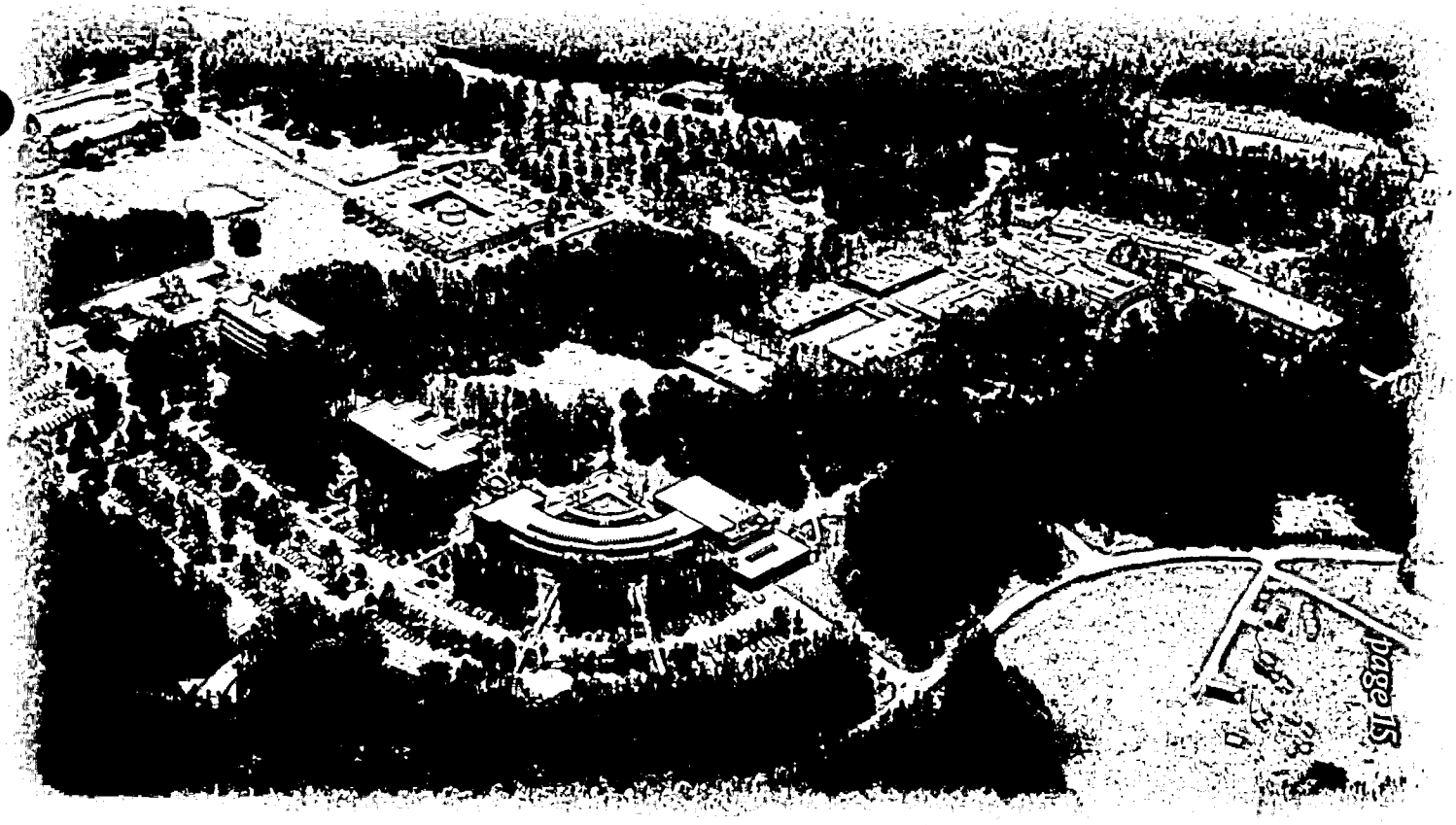
Board of Governors

Executive Committee

Alvin M. Cruze
Interim President

Finance, William H. Perkins, Jr., vice president
Information Technology Services, John A. Dallen, Jr., senior director
Resources and Facilities, Sally S. Johnson, senior director
Research Contracts, Lisa J. Gilliland, director

Research Vice Presidents	Research Centers and Programs	
Ronald W. Johnson *Social Sciences and International Development*	International Development, Luis A. Crouch, director Economics Research, Allen K. Miedema, director Research in Education, Judy M. Thorne, director Education Surveys, John A. Riccobono, senior program director	*Chief Scientists:* Becky J. Hayward James S. McCullough
Richard A. Kulka *Statistics, Health, and Social Policy*	Statistics Research, Judith T. Lessler, director Survey Research, Michael F. Weeks, director Health and Social Policy, George C. Theologus, director Research Computing, Barbara A. Moser, director Marketing and Business Development, Michael E. Samuhel, director	*Chief Scientists:* Paul P. Biemer, Survey Methods Ralph E. Folsom, Jr., Statistical Methods James R. Chromy, Sampling Methodology George H. Dunteman, Social Statistics Babubhai V. Shah, Statistical Computing
F. Ivy Carroll *Chemistry and Life Sciences*	Organic and Medicinal Chemistry, F. Ivy Carroll, acting director Bioorganic Chemistry, A. Robert Jeffcoat, director Life Sciences and Toxicology, Rochelle W. Tyl, director	*Chief Scientists:* Monroe E. Wall C. Edgar Cook
Edo D. Pellizzari *Analytical and Chemical Sciences*	Exposure Research Mass Spectrometry Research Inorganic Chemistry Research Pharmaceutical and Chemical Analysis Research, Charles M. Sparacino, senior program director	
James B. Clary *Electronics and Systems*	Digital Systems Engineering, Dale W. Rowe, director Aerospace Technology, James G. Haidt, director Semiconductor Research, Robert J. Markunas, director Technology Applications, Doris J. Rouse, director Auditory Prosthesis Research, Blake S. Wilson, director	
Dennis F. Naugle *Environmental Sciences and Engineering*	Environmental Measurements and Quality Assurance, Clifford E. Decker, Jr., director Environmental Analysis, Terrence K. Pierson, director Engineering and Environmental Technology, Jack R. Farmer, director	*Chief Scientist:* David N. McNelis



About RTI

Founded in 1958, Research Triangle Institute is an independent, nonprofit organization that serves clients in government, industry, academia, and public service throughout the United States and abroad. The Institute conducts research and development and provides technical services in five major areas.

Advanced Technologies. RTI brings innovative ideas out of the laboratory and into practical use in energy technologies, materials and devices, virtual reality, technology management, and aerospace.

Environment. RTI excels at setting environmental standards; conducting research; and providing scientific, technical, and policy analysis for government and commercial clients.

Health and Pharmaceuticals. RTI conducts health, medical, and pharmaceutical research, offering clients a spectrum of innovative services that encompass drug discovery, development, outcomes research, and public health research.

Public Policy. RTI is among the world's leaders in conducting research and providing technical services in areas such as education, public services, and governance.

Survey and Statistics. RTI is a leader in survey research, specializing in gathering and analyzing hard-to-find data and data on sensitive topics.

RTI's staff of more than 1,500 people represents a diverse set of technical capabilities. Two-thirds of the researchers have advanced degrees. These scientists and engineers are adept at working in multidisciplinary teams and in collaboration with clients to meet the unique requirements of each research effort. They are active in many aspects of chemical, life, environmental, social, economic, statistical, electronic, and engineering sciences.

Headquartered on a 180-acre campus in Research Triangle Park, RTI's North Carolina facilities include 23 buildings with more than 600,000 square feet of laboratory and office space. RTI has research offices in Washington, D.C.; Rockville, Maryland; Hampton, Virginia; Atlanta, Georgia; Cocoa Beach, Florida; and Chicago, Illinois, and international offices in London, England, and Jakarta, Indonesia.

The energy, enthusiasm, entrepreneurship, and continuing quest for excellence of the people at RTI have provided a rich heritage for the Institute's first 40 years of operation. As staff members take all steps possible toward accomplishing the company's mission to improve the human condition, they adhere to the values that have been the foundation of RTI for the entire 40 years of its history: integrity, excellence, innovation, respect for the individual, fiscal responsibility, and respect for the Institute. These enduring qualities are the keys to RTI's continued growth in all dimensions.

Headquarters and Main Facility

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