



# A Laboratory Representative's Guide

By the Federal Laboratory Consortium  
for Technology Transfer (FLC)

[www.federallabs.org](http://www.federallabs.org)

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**The FLC’s mission—to promote, educate, and facilitate federal technology transfer—is part of our duty to make your job easier.**

## **The FLC: A Laboratory Representative’s Guide**

Welcome to the FLC! As a Laboratory Representative and voting member for your lab, you can use this guide to better understand the FLC and your role in it, including how the Consortium works, the benefits and responsibilities of FLC membership, and how you can participate.

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## **1.0 Overview of the FLC and How It Works**

The FLC is a congressionally mandated “quasi-governmental organization” whose mission is to **promote, educate, and facilitate** federal technology transfer. We provide a forum for federal labs to learn, share best practices, support each other, network, and recognize achievements; and we amplify your technology transfer (T2) efforts by providing a “clearinghouse” and fostering the environment for technology transfer.

### **1.1 Structure**

The FLC is governed by an Executive Board, and has six regions, each governed by its own Regional Coordinator. Seven standing committees, each led by a Committee Chair, implement the FLC’s initiatives. You’ll learn more about these committees when we talk about how you can participate in [Section 3.4](#). In addition, two major groups provide us with guidance, feedback, and advice: Agency Representatives, who are key T2 individuals and the designated Voting Member for your agencies; and the National Advisory Council, which is made up of experienced advisors from a wide variety of fields and backgrounds.

### **1.2 Funding**

By law, each of your agencies pays 0.008 percent of its intramural R&D budget per year to support the FLC. These funds are used to initiate and support activities and programs that benefit you and your lab. You’ll learn more about these programs in [Section 2.0](#).

### **1.3 Membership and Voting**

Each federal lab that practices technology transfer can automatically be considered a Consortium Member of the FLC. Employees, and sometimes

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**The FLC offers tools, services, and resources—most of them free—to make your job easier.**

contract employees, at each member lab are Consortium Participants, a status conferred upon them by virtue of their position in the member lab. So, you and the others at your lab automatically belong to the FLC. Each lab has one Laboratory Representative who officially represents the lab for voting and other purposes—as the Lab Representative, that’s you. Each lab may also assign one alternate in the event that you are unavailable. If you don’t have an alternate, we recommend adding one to our records. (You’ll learn how to do this in [Section 3.0.](#)) At the agency level, it works much the same—each agency is a member, and its Agency Representative fulfills the same functions you do, with some added responsibilities due to his or her role as the overarching representative for your agency, and as the conduit between your agency and the FLC.

**That all sounds more complicated than it really is! Here’s a quick list:**

- **Consortium Members:** The agencies/labs that are members of the FLC
- **Consortium Participants:** The individuals who are part of a Consortium Member
- **Agency Representatives:** The Consortium Participants authorized to represent the Consortium Member agencies
- **Lab Representatives:** The Consortium Participants authorized to represent the Consortium Member laboratories
- **Alternate Lab and Agency Representatives:** The officially designated Consortium Participants who are authorized to represent the Consortium Member when the Lab or Agency Representative is unavailable.

## 2.0 What FLC Membership Gets You

The FLC’s mission—to promote, educate, and facilitate federal technology transfer—is part of our duty to make your job easier. All member labs can benefit from our tools and services. We produce a variety of resources and opportunities—most of them free—that are at your disposal. The things we provide to help you are grouped into four major areas, described below.

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**Visit the next page to learn more about our available resources for educational programs.**

### 2.1 Learning

*Our educational programs and resources help you understand the principles of T2 as a field, refresh your knowledge and stay current, get help with your issues, and teach others.*

- **In-person training,** primarily at national and regional meetings, provides your foundational learning. Our annual national meeting typically offers

## ..... Learning Resources

**[Learning Center](#)** – includes reference library, event/webinar calendar, e-courses, mentorship program, info about other courses, and more

**[T2 Toolkit](#)** – includes FLCBusiness, Available Technologies, a T2 Playbook, T2 mechanisms database, and other job aids

**[FLC national meeting](#)** – for details about current offerings and earlier proceedings

**[News](#)** – stay up-to-date on the latest T2 developments

**[Mentorship program](#)**

**[FLC YouTube channel](#)**

a series of intensive, day-long training courses that make up our core curriculum. In addition, the national meeting itself is a training event. We offer credit for these learning experiences via continuing education units. Keep an eye on our announcements; we also host special training events from time to time.

- Our **online learning** resources and programs let you learn from your office or at your convenience, with on-demand e-courses, webinars (both live and recorded), and videos.
- We publish **literature** that you can use to guide your practice of T2, including:
  - “The Green Book” (*Federal Technology Transfer Legislation and Policy*), which covers T2 laws and policies, and the T2 Desk Reference, a practical guide for T2 activity—possibly the most important guides that you will use every day in your line of work. Each is available as a free e-book, and you can request up to 10 free hard copies of each for your lab in a year.
  - T2 Playbook, a collection of key “plays” drawn from best practices at federal laboratories across the country, to help T2 offices identify practices and strategies that have proven to be successful at other agencies, which they may want to incorporate into their own commercialization efforts.
  - Our news posts and white papers keep you up-to-date on current trends and issues in the field.
  - A database of technology transfer mechanisms and how various agencies practice them, with sample agreements to help you get started.
- We can also help you **connect with experts** through our mentorship program, which puts you in touch with seasoned T2 professionals.

[Contact us](#) if you want to inquire about specific training or expertise.

## 2.2 Clearinghouse

*We provide services that help you connect with potential partners and get your technologies to market.*

The FLC’s establishing legislation names us as a “clearinghouse” for federal technologies. Our Laboratory and Business Systems (LaBS) Committee focuses on bringing your technologies and capabilities to a wider audience, and connecting you with potential licensees or collaborators. These services include:



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## Recognition Resources

### [Publication library](#)

Access and order publications that promote T2/your labs

### [News center](#)

### [Success story database](#)

### [FLC awards program](#)

### [Media Center](#)

For submission opportunities, media policy, press releases, etc.

### [Social media](#)

Find us @federallabs on Facebook, Twitter, LinkedIn, Flickr, and YouTube.

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## Networking Resources

### [FLC Business](#)

### [Forum](#)

### [Mentorship program](#)

[Careers Page](#) – to search T2 job listings or create your own

[State Profiles](#) – learn more about federal labs and their activity in each state

[Publication library](#) – see Federal Laboratories and State & Local Governments, various editions

### [FLC organization](#)

[Events Calendar](#) – FLC national meeting, regional meetings, other events

**Email lists** – sign in on federallabs.org to manage your emails

**Social media** – find us @ federallabs on Facebook, Twitter, LinkedIn, Flickr, and YouTube.

- **FLCBusiness** – a massive data compendium of our member labs' missions, capabilities, programs, facilities, and contacts
- **Available Technologies** search – a search tool that uses customized Google algorithms to find licensing and other T2 opportunities at labs
- **Technology Locator** – a “matchmaker” that provides personalized assistance and can help you connect with potential partners or introduce them to you.

In addition, our FLC communications program promotes you and your T2 opportunities via publications, news, social media and more.

## 2.3 Recognition

*The FLC shows potential partners, your peers, and the public what you're capable of and the benefits of working with you.*

- We highlight your success stories and T2 opportunities through publications, news, announcements, PR and social media, giving your lab's capabilities a wider audience.
- Our prestigious annual awards, both national and regional, honor exceptional technology transfer, give you distinction among your peers, earn recognition for your lab and agency, and reward your scientists and their partners for participating in your T2 programs.

## 2.4 Networking

*Through the FLC, you have access to the expertise and connections of our community, made up of a variety of backgrounds both within and outside the federal T2 system.*

The FLC network is a huge asset—comprising T2 professionals, members of industry, partnership intermediaries, economic development organizations, and more. Even within the federal lab community, there is a diverse set of perspectives, backgrounds, and areas of expertise. When you strike up conversation at events and training opportunities, work together in committees, or connect on social media or our forum, you can meet potential partners, mentors, and good professional allies. To connect with specific people, you can look for their information on our website or FLCBusiness profile—or contact our Technology Locator for a more personal introduction. Our Executive Board members are always glad to talk with you, and your FLC region is a tight-knit



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**To learn more about the  
FLC's structure and what we  
do, check out our [e-course](#).**

network of people in your area who may face similar issues or industry concerns. Through our State and Local Government Committee, we have connections to technology-based economic development organizations and other state and local groups. Other important networks are our mentors, who make themselves available to help with your questions; FLC National Advisors, who have extensive industry connections; and your Agency Representatives, who are an important source of guidance for T2 as you practice it.

Stay connected with us via our forums, social media, email, and our mailing list for important updates about what's available to you. And if you need help, email our Management Support Office (MSO) at [support@federallabs.org](mailto:support@federallabs.org), and they'll get you what you need.

To learn more about the FLC's structure and what we do, check out "FLC and Technology Transfer," part 2 of our "Introduction to Technology Transfer" [e-course series](#).

### **3.0 Your Responsibilities**

Now it's your turn. As the Lab Representative, you are responsible for performing specific FLC duties on your lab's behalf. There are certain things you need to do to keep the Consortium running smoothly, including:

- Keep FLC records for your lab accurate
- Participate in elections
- Coordinate lab submissions to FLC programs
- Actively participate in the FLC community.

#### **3.1 Record-Keeping**

While your role in the lab makes your FLC membership automatic, that only works—and you only get the benefits—if we, and our network, know about you. As the Lab Rep, you are the person responsible for keeping our records on your lab accurate.

- **Verify your membership.** We need to know who represents your lab (that's you and your alternate), as many Consortium Participants as you can get in our files and, since the lab is the member, any changes to the lab's name, position, structure, etc. Agency Representatives help us verify voting membership yearly, but to help us keep our records up-to-date throughout the year, please let us know about changes when they occur.

- **Steps to membership verification include:**

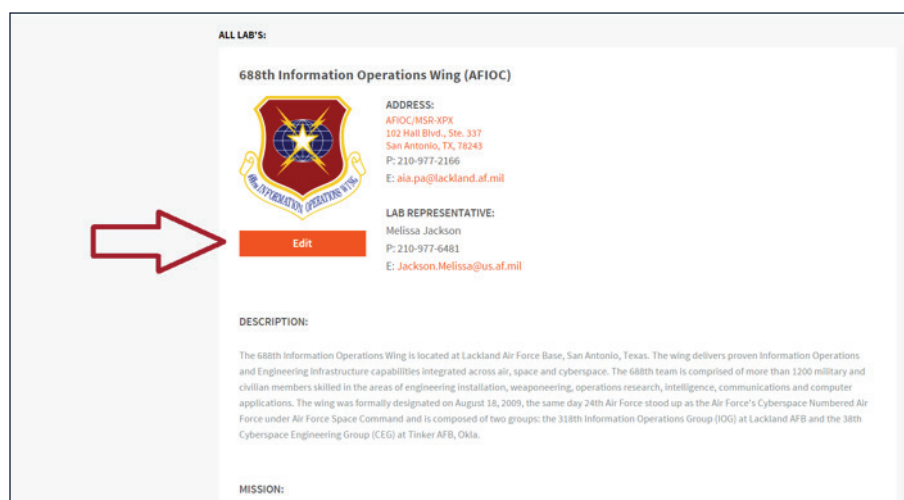
- Inform the FLC's Management Support Office and (if he or she doesn't already know) your Agency Representative.
- Be sure to respond to any verification requests from the FLC.

- **Create your account on our website.** To get the full benefit of membership, you'll need to access some behind-the-scenes areas of the site. Navigate to the "login" option on the top right, shown here:



There, you will have the option to log in or create a new account. Create your account according to our prompts. From there, you can update your user information, manage your email preferences, and gain access to materials and areas of the site that are important to you as a Lab Rep.

- **Manage your lab's FLC Business profile.** Once we've verified your status as the Lab Rep, you gain access to your lab's data on FLC Business. To ensure the accuracy of the lab's profile, only Lab Representatives can make updates. To make updates, visit your lab's FLC Business profile while you're logged in. Then, click the "edit" button you see below to make changes to your lab's contact information, areas of expertise, programs, funding opportunities, and facilities.



**Important: Do not change the email address listed under "Lab Representative" unless absolutely necessary. The email address is what gives you access to your profile. If you change it to a different email address, you'll lose access to your profile.**

## Election Schedule

### Even Years

- Finance Officer, Recording Secretary; 3 Members-at-Large (MALs)
- Far West, Midwest, and Mid-Atlantic

### Odd Years

- Chair, Vice-Chair, 3 MALs
- Northeast, Southeast, and Mid-Continent

### Any Time

- Bylaws amendments
- Necessary special elections (such as to fill a vacancy)

For assistance with this process or with maintaining and updating your data, contact the FLC's [LaBS Business Analyst](#).

- There's one other place where we may need data from you: the technology transfer mechanisms database. Let us know about any changes to how your lab or agency applies various technology transfer mechanisms or new sample agreements by emailing the FLC's [LaBS Business Analyst](#).

## 3.2 Elections, Nominations, and Voting

Representing your lab means voting in FLC elections. Most elections are held to choose FLC elected officials; members also vote on any proposed amendment to the Consortium's Bylaws. You're also eligible to run or nominate another Consortium Participant for office, as are all Consortium Participants.

At least 30 days before any vote occurs, you will receive election information, which serves as confirmation that you're registered to vote. At that time, the voting roll "freezes" until after the subsequent election—one reason it's so important to keep your records up to date!

Most elections are held at the national meeting, even if they are not part of the typical cycle. In these cases, if you can't attend, you may choose only one of the following two options:

1. Vote absentee according to the directions you receive
2. Direct your Alternate Lab Representative to vote on behalf of your lab at the event.

Sometimes a runoff, special election, or urgent Bylaws amendment calls for a special election. Procedures remain the same, except you will receive the ballot by email and return it by email, and a higher percentage of Lab Reps must cast their ballot.

In all types of elections, your alternate should only vote if you cannot.

## 3.3 Promote Your Lab

Submitting to FLC publications and programs is the best way to promote your lab's success and capabilities, and to share your expertise with the world. We have many venues for recognizing your lab's news, successes and opportunities, and you're the main conduit for getting your lab into those venues.



### 3.3.1 FLC Awards Program

As the Lab Representative, you play a particularly important role in the FLC’s awards program. You are responsible for submitting nominations for most categories of the national awards program. With strict guidelines for consideration, the program begins with a call for submissions each fall, continues through the announcement of results, and culminates in a ceremony at the national meeting. Before any announcement, we notify you of your nominations’ status, and you must inform your lab’s nominees of the result. Then you coordinate with award winners from your lab on meeting registration, instructions, photo call, etc., and stand with them at the ceremony.

Regional awards procedures may vary from region to region, but they still feature an annual call for nominations and encourage you to coordinate with your winners. Watch your regional forum and email for regional instructions.

For tips on how to create a good awards nomination, watch our [video](#).

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**Use our “What is T2” video to promote the process to potential partners and lab colleagues.**



### 3.3.2 Promotional and Educational Content

You’ve learned about all the venues the FLC has to promote lab successes and provide learning to our members. Your submissions are a key part of those opportunities. From print and online publications to YouTube videos and more, you provide us with content that we use for our outreach, educational, and other materials. Be sure to coordinate with your public affairs office and any other relevant departments when you submit content to us.

#### Submission Options

The chart on the following page shows the different options for submitting your content and ideas to the FLC and how you can access these opportunities.

### 3.4 Actively Participate—and How You Can

As the Lab Representative, you’re the direct link between your lab and the Consortium, and a critical part of our network, so we can’t do it without you! You serve as a teacher and resource for your peers, a source of information, and a potential future leader in the Consortium.

## Submission Options

Item	Description	Frequency	How to Submit	Where to Find
<b>FLC Planner</b>	Publication that features images of federal lab technologies and innovations	Annually	Call for submissions is announced each year with directions. See <a href="#">editorial calendar</a> .	<a href="#">Publication Library</a> ; is mailed annually to entire mailing list
<b>National Awards Program</b>	Honors exceptional T2 efforts and service	Annually	Call for nominations is announced each year, usually in August; follow all guidelines in the call.	<a href="#">Awards page</a> ; winners are recognized at the national meeting.
<b>Regional Awards Program</b>	Honor exceptional T2 and service within each region	Annually	Follow directions in announcements from your regions.	Check your region's website
<b>Federal Laboratories and State &amp; Local Governments: Partners for Technology Transfer Success</b>	Publication that highlights economically beneficial partnerships between federal labs and state and local governments	Every two years	You'll receive an email; follow submission form directions. See <a href="#">editorial calendar</a> .	<a href="#">Publication Library</a> ; is mailed to Lab and Agency Reps
<b>News</b>	Platform for T2 and lab news, success stories, technologies available for transfer, etc.	Any time	<a href="#">Submission form</a>	<a href="#">FLC news center</a> ; you can sign up to receive monthly email digest
<b>White Papers</b>	Short documents that explain or address any policy or T2 topic	Any time	Email the <a href="#">FLC Training Specialist</a>	<a href="#">FLC reference library</a>
<b>YouTube Channel</b>	Features educational videos about T2, labs, and technologies	Any time	Email the <a href="#">MSO</a>	<a href="#">Youtube.com/federallabs</a>
<b>Events</b>	Shows T2 events and conferences nationwide	Any time	<a href="#">Submission form</a>	<a href="#">Event calendar</a>
<b>Job Opportunities</b>	We post T2 jobs from across the public and private sectors	Any time	<a href="#">Submission form</a>	<a href="#">Careers page</a>
<b>National Meeting session topics</b>	Proposals for topics or panels at national meeting	Any time	Email the <a href="#">MSO</a>	See current meeting information and prior proceedings at our <a href="#">meeting page</a>
<b>Social Media/Email Announcements</b>	Platform for special, urgent, or interesting announcements to the FLC community	Any time	Email the <a href="#">MSO</a>	Find us on social media @ federallabs

Our ability to promote and recognize your success is dependent on your participation—so, submit as much as you can for FLC programs, and join our lists so we can share new opportunities with you. But there's a lot more that makes up "active participation." Attending our meetings and training courses helps you, of course, but it also involves you in the FLC's progress. And by providing feedback, you participate in a crucial way that helps us improve our products and services.

We have a plethora of channels for you to have discussions—social media, forums, webinars, mentors’ “office hours,” training and networking events, etc.—and it’s your dialogue as experts, learners, and members of the community that gets those forums moving. Find us wherever we are on social media as “federallabs,” or follow the linked icons below.



On a deeper level, getting involved in FLC leadership is one of the most important ways you can participate. That can mean joining a standing committee or a regional planning group, recommending policy changes, volunteering for a temporary or ad hoc committee or initiative, or even running for office.

### 3.4.1 Committee Participation

The FLC’s standing committees are responsible for implementing the Consortium’s programs and services, and are the source of most of the FLC’s national activities. Each year, national and regional nominating committees also are formed to run elections.

Below is an overview of the FLC committees and what they do. To join a committee, sign up at FLC meetings, indicate your interest on the membership application, or contact the FLC [MSO](#).

<b>Awards</b>	Administers national awards program; committee members evaluate submissions
<b>Communications</b>	Develops promotional and marketing campaigns and products; manages branding and public relations strategies
<b>Education and Training (E&amp;T)</b>	Designs educational programs, curricula, and materials
<b>Laboratory and Business Systems (LaBS)</b>	Evaluates and deploys tools to assist labs with accomplishing their technology transfer missions
<b>Legal Issues</b>	Discusses tech transfer legal questions; maintains Green Book content
<b>Planning and Policy (P&amp;P)</b>	Coordinates strategic planning; recommends policy changes
<b>Program</b>	Designs and orchestrates national meetings
<b>State and Local Government (S&amp;LG)</b>	Fosters connections between labs and state and local governments, businesses, economic development groups, etc.
<b>Nominating committees (ad hoc)</b>	Temporary three-person committees that present candidates for election and count ballots. National and regional committees form each year and disband after the election is complete.

### 3.4.2 Leadership Roles

#### *Running for office*

The following are elected FLC positions you can run for, most of which are on the Executive Board:

- Chair: FLC's chief executive; executes FLC policies and directives; presides at Board meetings, and represents the FLC to stakeholders.
- Vice-Chair: Manages Strategic Plan and agreements with other organizations; writes Board-generated Bylaws proposals; chairs P&P Committee
- Finance Officer: Manages budget; coordinates the collection of FLC funds.
- Recording Secretary: Oversees membership records; serves as authority on FLC Bylaws and meeting minutes.
- Member-at-Large (MAL): Participates in discussions and votes; leads special projects; serves on committees; may be called on to mentor FLC members.
- Regional Coordinator (RC): Chairs one of the 6 regions; elected by members within the region.
- Deputy Regional Coordinator: Serves under Regional Coordinator; becomes Acting RC if necessary. Not an Executive Board position.

During the Call for Nominations, you can nominate yourself or another Consortium Participant, or a Consortium Participant can nominate you.

If you're relatively new and have already participated in lower-level ways, serving as a Member-at-Large is a particularly good way to get some preliminary leadership experience with the FLC.

#### *Seeking an appointed position*

The chair of each committee sits on the FLC's Executive Board. The Executive Board appoints Committee Chairs, and you can also throw your hat in that ring when a space comes up. The Board typically, but not always, appoints from the ranks of the committee in question.

### 3.5 Special Section for Agency Representatives

As the Agency Representative, you share many of the same responsibilities as Lab Representatives, including voting, maintaining records, and the like. But there's an added layer of responsibility as well as an added layer of coordination.

As the Agency Rep, you have more duties—you're not only an advisor to the FLC, you're also the liaison between the Consortium leadership and your Lab Representatives, and an advocate for your agency and its labs. If your labs have a need, you should be letting the FLC know—your agency's positions flow to the FLC Executive Board through you. You should also be helping to make sure they get information from us. For example, although the FLC has many ways of communicating with the Lab Representatives, you may sometimes be asked to supplement that communication by contacting them to reinforce or pass on a message.

Since you direct your agency's participation, your Lab Reps will take guidance from you, so you should be as active as you can be – nominate more people, submit more stories, encourage your Lab Reps to do so, etc.

There are also specific Agency Rep-only duties. One is assisting with the FLC's annual verification process. Each fall, you'll work with the FLC Admin Assistant and Recording Secretary to review your agency's list of Consortium Member labs, and the designated Lab Representative and Alternate, and provide updates.

Another is helping to ensure that your agency pays the statutorily required funds to the FLC. The National Institute of Standards and Technology (NIST), the FLC's host agency, requests the funds from the appropriate party in your agency and copies you on the letter of request. As the Agency Representative, you're responsible for following up to ensure that the party sends the funds in a timely fashion.

A third major role is the one you play in the FLC awards program. To maintain the program's high prestige, it's helpful to your Consortium Participants to have your weight behind it. So support them during the awards ceremony, stand up with them, etc. Even more important is securing congratulatory letters from the highest level of your agency to your award winners. The FLC sends the leadership a package and requests a letter; as the agency representative, you get a copy. The best results come when you follow up with the leadership to ensure that the letters are provided.

Finally, the FLC Chair and/or Board delivers a briefing to the Agency Representatives each fall. As an AR, it's your responsibility to attend this briefing to learn about what the FLC has done and is planning to do; to ask questions and provide feedback; and to relate any important details to your Lab Reps.



## 4.0 Where to Go for Help

If you have questions or need more information, the FLC is always here to help. Here are a variety of ways to contact us.

- Email us: [support@federallabs.org](mailto:support@federallabs.org)
- Call us: 856-667-7727
- Submit a request at our [contact page](#)
- Find individuals' contact information at our [organization pages](#).