

NREL Code (2006)

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I. Mission

The Natural Resource Ecology Laboratory (NREL) exemplifies the land grant mission of Colorado State University. The NREL is a research department and a designated CSU Program of Research and Scholarly Excellence (PRSE) within the Warner College of Natural Resources (WCNR), supported primarily by extramural funding. The mission of the NREL is “to promote research in ecosystem science and the environment that will enhance the sustainability of the Earth’s ecosystems through the generation and application of new knowledge.” The NREL’s interdisciplinary ecosystem research promotes collaborations among disciplines and across fields of expertise at Colorado State University and throughout the world. Although not conferring an academic degree, the NREL’s mission includes educating students and training new scientists in interdisciplinary research.

II. Organizational Structure

Director

The Director is the principal officer of the NREL. The duties of the Director are similar to those specified in the Academic Faculty and Administrative Professional Manual for Department Heads (University Code). The manner of selection, appointment, term of office, evaluation of operations, and interim evaluations are those specified in the University Code. All activities of the NREL will be done in accordance with the

University Code. The Director will call a minimum of one NREL meeting each academic year, with written or email notice given in advance. The Director will appoint an acting Director when his/her absence from the NREL will exceed one working day. The acting Director will have the duties and responsibilities of the Director.

Responsibilities

The Director has overall responsibility for:

- the NREL budget
- promoting the NREL mission,
- recommendations for promotion and tenure (in discussion with chairs),
- appointment of research scientists and research affiliate faculty,
- hiring and dismissal of those on special appointments in consultation with the Research Faculty,
- hiring and dismissal of Research Scientists,
- evaluation of regular and special appointments,
- supervision and evaluation of NREL staff,
- oversight of NREL teaching, research and outreach programs,
- oversight and implementation of a fund raising strategy,
- coordination between graduate students and student organizations,
- meeting the objectives set forth in this code,
- providing an annual written state-of-the-NREL report prior to the time of the annual Director evaluation. The report will include, but not be limited to, accomplishments of the Director.

The Director works with the NREL Executive committee, the NREL External Advisory Committee, and coordinators of all NREL Research programs on matters pertaining to the needs and concerns of programs. The program coordinators will discuss programmatic needs and communicate these needs to the Director. Program coordinators will also assist the Executive Committee and Director in preparing a state-of-the-NREL report, fund raising, communication to the Dean and scientific community, and other CSU administrative needs as they arise.

Additional responsibilities of the Director include:

- a) provide leadership in the execution of NREL, college, and university policies and goals,
- b) develop and strengthen interdisciplinary research experiences for undergraduate, graduate and research scientists,
- c) cooperate and assist in other NREL in matters relating to the university graduate research, and extension/outreach programs, including the NREL newsletter.
- d) develop and maintain NREL morale,
- e) support and promote adherence to NREL goals,
- f) promote a working environment conducive to academic, scientific, and technological advances in response to local, regional, national, and international issues,
- g) encourage communication and interdisciplinary cooperation for academic and research programs at the NREL; and,
- h) represent and advocate the views and goals of the NREL to individuals and organizations within and outside the university community.

Appointment of Research Faculty to standing and ad hoc committees

The Director may appoint Research Faculty members to ad hoc advisory committees, in addition to the designated standing committees, to assist in performing these duties. The composition, selection, and function of ad hoc committees will be determined by the Director.

Assistance from Research Faculty

The Director will involve Research Faculty in formulation of NREL policy and will solicit their assistance in implementation of NREL policy.

External Advisory Committee

Every two years, the NREL is reviewed to determine if its administration and research direction are compatible with, and enhance, the capability of NREL scientists to achieve its mission. The review is conducted by the NREL's External Advisory Committee (EAC), comprised of four prestigious environmental scientists who are selected from names suggested by former EAC members, the Dean, NREL scientists, staff, and students. EAC Members generally serve for 2 – 3 terms (4 to 6 years), but can be asked to extend their term by the NREL Executive Committee and Director. The EAC meets

with higher administration, Directors, Deans, Experiment Station Director, and with groups of NREL staff, scientists, and students. The EAC advises the Director on future scientific directions and every other aspect of the operation of the NREL, throughout their service.

Executive Committee

The Director is advised by an NREL Executive Committee comprised of approximately ten members representing the diversity of Research Faculty at the NREL. Members of the Executive Committee are selected to provide an array of academic and grant writing experience, and include modelers and lab and field based scientists with local, national, and global perspectives. Members also represent the variety of scientific appointments at the NREL, including, for example, 100% soft money, joint appointments with other CSU departments, full tenured appointments in other departments, appointments with external agencies, and retirees who are actively engaged in research. Members serve at the discretion of the Director and vote on issues. Executive Committee members serve on the Promotion Committee and also review outside scientists' applications for formal association as NREL Affiliate Scientists.

III. NREL Scientific Research Faculty Career Track Guidelines and Promotion

A. Overview

Criteria and Standards for Annual Evaluation - see Section III.G (below)

Timing of annual or other reviews:

A salary exercise is conducted annually according to CSU schedule and policy. Promotion to higher rank follows CSU and NREL policy and represents a significant and recognized achievement at CSU. Promotion is outlined later within this document. NREL Research Faculty and Research Scientists I are reviewed annually as required by CSU policy. Faculty with joint appointments in an agency may duplicate the annual review or promotion package prepared for agencies and submit to the Director annually. In addition, a formal NREL review will take place every three years. Research Faculty with a joint CSU appointment are reviewed by the Director in conjunction with the Chair of the Department, and in most cases a joint letter is submitted by the Director and Chair, with the Department Chair taking the lead on submission of the annual review or promotion.

A number of criteria are considered in annual reviews and promotions.

Intellectual Merit and Achievement:

Proposals: Competitive proposals submitted as well as funded proposals are valued as a measure of recognition of intellectual merit by external colleagues. Proposals submitted and funded from state, regional, national and international agencies or private foundations are valued. Proposals submitted and funded as PI/Co PI with other NREL

scientists and with other disciplines are an indication of inclusion of other disciplines in intellectual pursuit.

Publications in refereed journals: Those publications with other disciplines are most valued. Contributions to interdisciplinary multi-authored publications are valued. Books edited are valued less than authored books. Articles and chapters including NRC Committee reports, or major contributions to syntheses such as reports or syntheses at state, regional levels are highly regarded. Communications such as newspaper columns, op eds and other venues are also worthy of consideration for promotion.

Teaching and Mentoring: NREL Research Faculty generally do not have academic salaries to teach but provide grant support for the computer, lab, and space as well as full funding for graduate students, Research Scientists I and post doctoral fellows. The mentoring of these young scientists by providing opportunities for working in multi-discipline, complex projects, opportunities for collaboration with other scientists, and opportunities for network building, is ranked highly by the NREL. NREL Research Faculty can be affiliated with departments, including the Graduate Degree Program in Ecology, and serve as advisors and/or members of graduate committees. Teaching interdisciplinary courses that help young scientists obtain the highest quality training usually occurs with no salary to the Research Faculty. For these reasons, training and teaching are equally highly valued. See Section III.G.2 for more on Teaching Criteria.

Service and Outreach: Participation in NREL committees, campus committees and other scientific activities is necessary for promotion.

Leadership: Participation in scientific meetings, and on scientific projects is essential. Scientists should strive to be a valued collaborative colleague and innovative integrator and leader.

B. Introduction

Research Scientists who have reached the level of RS II and above comprise the NREL Research Faculty. The Research Faculty is expected to adhere to the following criteria:

- Maintain significant intellectual and interdisciplinary interaction leading to collaboration with, and participation on, research projects, publications and other scientific endeavors with other NREL scientists.
- Maintain a high level of scholarly accomplishments and strive to meet NREL goals as center of excellence through collaboration with other NREL Research Faculty and through mentoring of young scientists.
- Agree to be publicly identified with the NREL (including affiliation with the NREL on publications, presentations, signatures, etc.).
- Maintain active involvement in NREL governance activities (e.g. serve on standing or ad hoc committees, serve as mentor for RS I and II scientists, attend NREL staff meetings, serve on NREL graduate student committees, etc).
- Strive to make a financial contribution to the NREL in the form of indirect cost recovery from extramural funding.
- Maintain the highest level of ethical behavior.

- Provide leadership toward enhancing diversity at NREL and throughout their broader interactions.

Research Faculty will enjoy, at a minimum, the following benefits:

- Opportunities to interact intellectually and work with a world-class, worldwide network of ecosystem researchers.
- Priority use of NREL facilities.
- Ability to utilize the NREL staff to submit proposals to external sponsors from NREL and for administrative, accounting, and research support functions should the project be funded.
- Right to vote on matters of scientific and administrative import to NREL that are brought before the Research Faculty by the Director and/or Executive Committee.
- Right to be housed in NESB.
- All Research Faculty are reviewed annually by the Director and Promotion Committee (see Executive Committee).

C. Research Scientist I

Minimum University requirements include a recent (less than 3 years) PhD with limited scientific research experience. A Research Scientist I is expected to pursue research as a member of a team, and to show promise for independent research. An RS I is expected to participate in the preparation and submission of papers to refereed journals and presentation of papers at national scientific meetings. Individuals holding this title will normally be evaluated within the first 3 years of service for promotion to the level of Research Scientist II. Individuals at this RS I level with appointments of 50% or more time, are University Administrative Professional employees with full benefits.

The NREL RS I is required to have an NREL Senior Scientist or Research Scientist III as a mentor to foster scientific growth as well as to assure compliance with NREL policies and customs. The RS I is likely to work, at least at first, on a single project. The RS I will generally be doubled up in NREL office space. The RS I has the full support of the NREL central staff.

With the approval of their mentor, and depending on present project responsibility, the RS I may act as Co-PI on proposals to external sponsors, and with the additional approval of the NREL Director, may submit proposals as first PI to external sponsors. This approval must occur 6 weeks prior to submission date of a proposal.

Promotion to RS II:

It is expected that the individual would have acted as Co-PI on a project before consideration for promotion to Research Scientist II. The RS I should discuss promotion first with their mentor, and then forward a request to the Director. The candidate should provide evidence of achievement of the criteria listed in Section III.A (above). To initiate the formal promotion process, a packet consisting of the following items will be

submitted to the Director prior to September 1 to meet the CSU schedule of advancement: letter of support from the individual's mentor; current CV; copy of the most recent annual evaluation form. The promotion package should demonstrate a level of research effort suitable for promotion as well as a projected strategy for development of research activities that include multiple projects and NREL Research Faculty linkages.

The packet will be reviewed by the Director and the NREL Promotion Committee together with the individual's mentor no later than the following February according to CSU policy, and a recommendation made. If approved, promotion will become effective no later than the following July 1.

D. Research Scientist II

A NREL RS II is a member of the NREL Research Faculty. See Section III B above for an explanation of the rights and responsibilities of NREL Research Faculty membership.

Minimum University requirements include experience as an RS I, or a PhD with 3 years of post-doctoral work or equivalent. This position is considered to be analogous to the Assistant Professor title for regular faculty. A Research Scientist II is expected to participate actively in research and in the planning of and solicitation of support for research projects with multiple NREL Research Faculty members, and to demonstrate initiative by submitting papers to refereed journals and presenting papers at recognized scientific meetings. Research Scientists II may be evaluated after 4 years of service as a RSII for promotion to Research Scientist III. Individuals at this level with appointments of 50% or more are University Administrative Professional employees with full benefits.

The NREL RS II would usually work on multiple projects, under the guidance of an NREL mentor, who would foster scientific growth and assure compliance with NREL requirements and customs. The individual has the full support of the NREL central staff, and may submit proposals as first PI to external sponsors (only those who wish to be considered for promotion to RS III will be evaluated on the latter factor). It is expected that the individual would have acted as PI on one or more projects, and/or have demonstrated scientific leadership, before consideration for promotion to Research Scientist III.

In general, the promotion process follows the CSU guidelines for an academic promotion with the exception that tenure is not part of the process. Notification of intent to be promoted must be given to the Director before September 1 after consultation with the mentor. The Director with the Promotion Committee will evaluate the Notification of intent prior to initiating the external review. The external review will consist of a list of 5 external (to the University) names of experts who can judge the quality of research, and a sentence providing their expertise sent to the Director by the individual requesting promotion. The Director chooses 3-4 of these names and in addition adds 2 additional names as external confidential reviewers. These outside individuals are asked to provide letters addressing the worthiness of the person's credentials compared to others of similar career track. These letters are placed in a file with the appropriate application information

provided by the individual as listed for academics on the Provost's web page at http://www.provost.colostate.edu/index.asp?url=faculty_affairs. Completed files are due to the Director by November 30. The promotional packet will be reviewed by the Director and the NREL Promotion Committee no later than the following February, and a recommendation made. A vote of the Research Faculty may be called at the discretion of the Director and the Committee. If promotion is recommended, the Director forwards the file with a recommendation letter to the Dean. The file is reviewed by the Dean and the CNR Executive Committee, and a decision summarized by the Dean to the Provost. Successful promotions will become effective on the following July 1.

E. Research Scientist III

The RS III is a member of the NREL Research Faculty. See Section III B above for an explanation of the rights and responsibilities of NREL Research Faculty membership.

Minimum University requirements include experience as an RS II or a PhD plus 7 years of post-doctoral experience or equivalent. The position is considered to be analogous to the Associate Professor title for regular faculty. Among other things, individuals are expected to show substantial accomplishment in research, including regular publication of articles in refereed journals, regular presentation of papers at scientific meetings, award of patents and/or successful raising of research support funding associated with NREL. A Research Scientist III must show leadership ability. The individual will also be expected to provide service to the profession by serving on external committees or organizing or chairing regional, national and/or international scientific meetings, workshops, etc, or by scientific public outreach. The NREL Research Scientist III will be a successful, fully functioning, independently funded PI prior to consideration of promotion to Senior Research Scientist. This individual would be encouraged to develop an academic relationship with an appropriate academic unit. Research Scientists III may be evaluated after 5 years of service at the RSII level for promotion to Senior Research Scientist. Promotion applications follow the process outlined in the final paragraph of Section III D. above.

F. Senior Research Scientist

The Senior Research Scientist is a member of the NREL Research Faculty. See Section III B above for an explanation of the rights and responsibilities of NREL Research Faculty membership.

This position is considered to be analogous to the full Professor title for regular academic faculty. NREL and University requirements include peer recognition as an accomplished senior researcher and leader in her or his field because of outstanding, sustained, superior performance. Researchers with this title will have made outstanding contributions in research and achieved international recognition, for example, as evidenced by original publications in peer-reviewed journals, award of patents, service in national and international organizations and review groups, and continued research funding associated with NREL. A Senior Research Scientist must have demonstrated leadership activities.

Research activities and leadership within NREL are highly valued when conducted in conjunction with other NREL scientists. This leads to greater collaboration and support of other NREL scientists. The individual would be expected to have an academic relationship with an appropriate CSU academic unit. The individual would be expected to provide leadership and mentoring to younger NREL scientists.

G. Criteria and Standards for Annual Evaluation

In carrying out required annual evaluations it is important to take into account the diversity of activities and different ways in which each individual contributes to the operation of the lab and to the standing of NREL within CSU and in the wider national and international environmental science community. While research may be a primary focus of NREL it is clear that teaching, mentoring and outreach are important activities that require full consideration in the evaluation procedure. Criteria and standards for annual faculty evaluations are meant to be flexible enough to fairly accommodate the diversity of appointments and workload allocation implemented within NREL. The criteria and standards that are discussed below are designed to represent the diversity within our Research faculty and allow subjective adjustments to be made, when deemed appropriate by the Director.

The following notes outline the criteria that will be used for evaluations based on standard forms and an up to date *curriculum vitae* that each member will supply the Director on an annual basis. *Evaluation for promotion may involve some additional assessment of scientific and academic contributions: these criteria are included in parenthesis []*.

G.1 Research

The major factors considered under research evaluation include: publications and papers produced, scientific proposals submitted and funded, participation in active research projects, evidence of collaboration with other members, presentations at scientific meetings and workshops, and impact of research on the scientific community or user groups. It should be noted that interdisciplinary publications and proposals are more highly valued than single investigator research products.

Publication in refereed journals will be the common standard used to judge research performance. These publications will include contributions to periodicals, serials, and monographs with national or international circulation that have been submitted for review and evaluation by peers to determine acceptability. These should be original contributions to the discipline. Reviews, short notes, invited papers, book chapters, and discussion papers, although not “refereed publications” will be used as additional evidence of scholarly work.

Evidence of research excellence will be found in publications. This evidence will be evaluated by the Director and Promotion Committee, to assess the effectiveness of the faculty member's effort and the quality and significance of the results.

In quantifying levels of research productivity we have modified standards developed in the Department of Forestry, Rangeland and Watershed Stewardship. The following table presents standards for acceptable and excellent performance based on the percent of research faculty time allocated to research. The link to percent of time allocated to research provides flexibility from year to year.

Percent of Faculty Time Allocated to Research	Number of Publications Per Year	
	Refereed Publications	
	Acceptable	Excellent
0%	0.25	1
20%	0.5	1
40%	1	2
50%	1.5	3
60%	2	4
>60%	3	6

These numbers are intended as a guideline for NREL Research Faculty and Director to use while also taking account of other factors that may contribute to, or detract from, research productivity in a particular year. Such factors include time spent writing research proposals that might reduce productivity in the short term (although presumably not in the long term). Also take into account might be the size of an individual's research group (post docs and Research Associates) that may make the target publication numbers more easily attainable by some than by others.

[Promotion: Research contribution will consider the prestige of the journals in which publications appear. This evaluation will be based on journal rankings conducted by the Institute of Scientific Information (ISI). In addition, the impact of the faculty member's research on the scientific community shall also be evaluated by indices such as the Science Citation Index (SCI). If a faculty member is a co- author following his/her graduate student, full credit for publication is given. Since interdisciplinary research is rated highly, and these studies should produce papers with multiple authors, multiple authorship publications are given credit. In addition, credit for authorship of major programmatic or academic reports or assessments, such as the IPCC chapter author, NRC reports, etc. will be given.]

G.2 Teaching Performance

At the present time the university considers a 50% academic teaching load to represent four 3-credit courses. NREL is not an academic unit and no funds are provided for teaching support. NREL's teaching workload standard accounts for time spent in directing independent study credit, research credit, thesis/dissertation credit, and for time spent in undergraduate advising. However, the following table is provided as information, as it presents standards for an acceptable teaching load based on the percent of faculty time allocated to teaching for academic WCNR Faculty as a comparison.

Percent of Faculty Time Allocated to Teaching	Number of Lecture Courses Per Year
0%	0
10%	1
20%	2
30%	3
40%	3
50%	4
60%	5
>60%	6

Since teaching also includes directed independent study and graduate student advising (research and thesis credit), time devoted to these activities must be equated to lecture courses to allow this time to be evaluated on an equitable basis. All teaching related activities can be converted to "real hours" and these "real hours" can then be converted to percent workloads. In 1999, the College of Veterinary Medicine and Biomedical Sciences (CVMBS) developed an integrated model to deal with issues of workload, time and effort, and accountability. According to their workload formulas, one 3-credit lecture course is equivalent to 140 person hours of work. Therefore, a person with a 50% teaching load would teach four 3-credit courses and this workload would be equivalent to 560 hours. CVMBS also suggests that faculty time associated with advising students and directing independent study can be quantified as follows:

M.S. year 1 = 50 hours

M.S. \geq year 2 = 100 hours

Ph.D. year 1 = 75 hours

Ph.D. \geq year 2 = 125 hours

Independent Study = 1 hour per contact hour

Undergraduate Advising = 1 hour per contact hour

In order to include a graduate student in a workload analysis, that graduate student must be on campus and registered for research, thesis, or dissertation credits.

[Promotion: Excellent teachers are characterized by their command of subject matter; ability to organize material and expose students to this material in a logical manner; capacity to awaken in students an awareness of the relationship of the specific subject taught to other fields of knowledge; spirit and enthusiasm which vitalize learning and teaching; and ability to stimulate students to do creative work. The following can be used as evidence of teaching effectiveness for classroom instruction: 1) evaluations by undergraduate and graduate students of both teaching and advising skills; 2) evaluations by other faculty members, particularly if based on class visitations, on attendance at public lectures given by the faculty member being evaluated, or on observations of students' preparedness for courses sequential to the one taught by the faculty member being evaluated; and 3) development of new and effective techniques of instruction.]

G.3 Service/Outreach

The areas of service/outreach recognized by Colorado State University include: university, public, and professional. Examples of university service include: committee work (department, college, and university), interdisciplinary collaboration on academic programs or governance, development of special forums, symposia, and other events, participation on committees, advising student organizations, testifying to Congress or State Legislature, National Academy of Sciences' Committees and international groups such as the IPCC.

Public service is often reflected in work on boards, commissions, task forces, or working groups at the community, state, or national level, especially where the faculty member's expertise is sought. Evidence of technical assistance, training, development of extension materials and activities (reports, videos, radio or television shows, field days, etc.) are all concrete demonstrations of service/outreach. Review of manuscripts and scientific proposals would reflect work in the public service category.

Participation in and contribution to professional societies may be judged by offices held, conferences or symposia organized, editorial boards served on, and committee involvement.

Acceptable or excellent performance in the category of service/outreach would be obtained through participation in at least two of the following three areas of service.

University Service--Acceptable performance would be service on one NREL or College committee. Excellent performance would require adding service on two additional committees at the department, college, or university level. As NREL Research Faculty are not tenured, and salaries are paid by grants from public and public agencies, college and university service is desirable, but not required for a promotion.

Public Service--Acceptable performance would be participation in at least one community, state, national, or international outreach effort. Excellent performance would require participation in at least three outreach efforts and at least one deliverable product and/or recognitions or awards for service.

Professional Service--Acceptable performance would be achieved by active membership in at least two professional organizations, attendance at one conference, meeting or symposium, and at least one work product such as an invited paper, peer reviewing of manuscripts, or participation in work group activities. Excellent performance would be achieved by active membership in three or more highly credible professional organizations and produce two or more work products. Being an editor or actively serving on the editorial board of a professional journal would automatically be an indicator of excellence. Being elected or appointed to serve on a recognized board or commission of importance to the profession would also constitute excellence in this category.

H. Salaries

With the exception of the Director and certain members of the NREL Research Faculty who are paid to teach classes and/or have joint appointments in academic departments, salaries for NREL Research Faculty and support staff are obtained solely by externally funded contracts and grants. The NREL has thrived historically in this unforgiving environment, and takes great pride in the funding that its scientists have won on the basis of excellent peer-reviewed science.

Salaries for NREL scientific and support staff are not set by the University. However, there are *de facto* salary ranges for each employment level that have developed historically at the NREL. When hiring new people, or promoting existing staff, these ranges should be respected in order to maintain equity across the NREL. Salary ranges may be discussed with the Assistant Director, who, in concert with the Director, will approve final salaries for new hires and promotions.

Average merit raises for Faculty and Administrative Professionals are determined each year in the spring by the CSU Governing Board. The Director with the Assistant Director oversees the annual departmental salary exercise. NREL's total raise amount may not exceed the average raise percentage applied to its total salary number. Final raises are effective July 1 of the following Fiscal Year. The NREL has some discretion to apportion higher than average raises for some individuals in the salary exercise. Each year a memo is sent to supervisors asking for justification for these higher raises. Justifications are usually based on equity considerations, superlative performance, or increases in responsibilities. The Director, with the Assistant Director, approves each higher than average raise.

In certain cases, "out-of cycle" raises may be requested. Usually these are justified on the basis of equity or an increase in responsibilities or as a "critical retention," in which the raise is offered to counter a written offer of employment from outside. The request

requires approval of the Director or Assistant Director, the WCNR Dean, the Provost, and in some cases the CSU Executive Budget Committee and the Office of Equal Opportunity.

IV. Scientific Affiliation with the NREL

A. Affiliate Research Faculty

Qualified individuals who are not NREL employees or active members of the NREL Research Faculty housed at NESB may apply to the Director to become NREL Affiliate Scientists. Examples include, but are not limited to, individuals on appointment in other CSU departments, employed by other institutions, retired from CSU or another institution, or unaffiliated. Applications will consist of a curriculum vita and a letter explaining who the applicant will be working with and providing examples of the types of interdisciplinary research they want to do, or simply explaining why they want to be an Affiliate Scientist. New Affiliate Scientist applications will be voted on by the current NREL Research Faculty.

A successful Affiliate Scientist will, to cite only some examples: maintain active participation in NREL activities (e.g., governance, seminars, graduate student advising, and provision of research support to NREL Research Faculty) and/or maintain active research projects at NREL with NREL Research Faculty. Affiliate Scientists are entitled to benefits including interaction, collaboration, and proposal submission support, but not voting and office space. However, when an Affiliate Scientist has one or more active grants at NREL that generate indirect costs which contribute to NREL financially, that individual will be considered a member of the NREL Research Faculty, with full rights and privileges described in Section III.

B. Post Doctoral Fellows

Post Doctoral Fellows are temporary employees as defined by CSU, with an initial two-year appointment that may be extended for an additional two-year period. Post Doctoral Fellows will be assigned an NREL Research Faculty Mentor. They must enroll in the retirement plan, and are eligible for health insurance on date of hire if the appointment is ½ time or greater. After 1 year at ½ time or greater, they receive the University match for the retirement Defined Contribution Plan. They have the same study privileges, library and parking privileges as Administrative Professional employees. Post Doctoral Fellows do not earn sick and annual leave. They will generally share NREL office space.

With the approval of their supervising NREL Research Faculty mentor, the NREL Director, and the office of the Vice President for Research, Post Doctoral Fellows may enlist the full support of the NREL central staff and submit proposals as first PI to external sponsors.

C. Graduate Students

Although not a degree-granting academic department, the NREL is proud of the role it plays in graduate education in CNR, Graduate Degree Program in Ecology and University-wide. NREL Research Faculty act as advisors to a large number of CSU graduate students. Many of these students are housed at the NREL; all of our available graduate student desks are usually filled by NREL graduate students (defined as those graduate students who have active NREL Graduate Research Assistant appointments, or those graduate students primarily being supported by NREL Research Faculty grants, or those graduate students being advised by NREL Research Faculty members and working on NREL funded projects). The NREL receives no university support for housing, computers, hook ups or furniture for graduate students. These students are pursuing advanced degrees in a wide variety of academic departments on campus.

A Graduate Student Coordinator is appointed by the Director to be a liaison and provide feedback to the Director, staff and research faculty on graduate student issues.

Graduate Student Representatives are elected by the NREL graduate students (see above for definition of NREL graduate students) by September 7, and names are provided to the Director. Representatives are encouraged and welcome to attend NREL Research Faculty meetings and to devise other venues to enhance the communication between NREL and students and alumni. Graduate Student Representatives will assure the NREL Graduate Student Board is updated by Sept 15 of each year, as that is a means of communicating their scientific interests to all of NREL. NREL graduate students are encouraged to learn of the history and traditions at NREL.

In order to foster its contribution to graduate education, NREL waives monthly computer support fees for its graduate students, and makes available a wide variety of central support services to them. Central support services to GRAs are funded by indirect cost return from NREL funded projects. In turn, the students play an active and vital role in the scientific and cultural life of NREL. NREL graduate students will identify their affiliations with NREL at scientific and professional activities.

V. Proposal Submission

NREL Research Faculty, Affiliate Scientists, and others who are eligible to submit proposals for extramural funding of research are entitled to full proposal support from the central staff, including assistance with budget development and all other aspects of proposal preparation and submission.

The NREL has years of experience and expertise in all aspects of proposal administration at CSU, both pre- and post-award, and is respected across campus in this regard. We strive to maintain an excellent relationship with WCNR, the Office of Sponsored Programs, and the Office of the Vice President for Research and Information Technology.

All proposals leaving NREL for consideration by external sponsors must be reviewed and signed by the Director or Assistant Director, with assistance from the Proposal Coordinator. It is particularly important that budget aspects of each proposal be reviewed by the Assistant Director.

The NREL maintains a policy concerning who may submit proposals under different circumstances in order to maintain quality control of proposals leaving NREL, and to provide the Director with information and, potentially, a right of refusal in certain instances. Those individuals needing the approval of the Director will seek it eight weeks prior to the submission deadline.

- RS II and above can submit proposals as first PI or Co-PI without any further approval.
- RS I can participate in proposals as Co-PI without further approval, and submit, with additional approval of the Director and their mentor, proposals as first PI.
- Others require approval from the Director in each instance to submit as PI or Co-PI
- Temporary employees such as post-docs always require approval from the Director.
- Graduate students must discuss all potential proposal submissions with their NREL Research Faculty mentor, and provide a request to the Director.

It is expected that for any participation by NREL scientists in CSU cross-departmental proposals, full discussion with relevant parties *including the Director and/or Assistant Director of NREL* of the allocation of the potential indirect cost recovery among the collaborating units will take place. This will occur far enough in advance of proposal submission so as not to interfere with or delay the submission.

No scientist can negotiate overhead with an agency; no scientist can submit a proposal without obtaining signature approval of the Director or Assistant Director, the WCNR Dean's Office, and Sponsored Programs.

VI. NREL Administrative Operation 2005

Assistant Director

The Assistant Director supports the Director by overseeing daily operations, including financial administration, research administration, central staff supervision, and personnel administration. The Assistant Director's salary is funded by the indirect cost return from the research projects of NREL scientists. The Assistant Director serves on the NREL Executive Committee, but does not vote. The Assistant Director works closely with constituents on and off campus. This position manages the administrative and budgetary activities at NREL, including but not limited to: providing guidance to NREL scientific staff on Federal, State, University, College, and Departmental rules, regulations, processes, and procedures as they pertain to daily research activities; monitoring all NREL fund activity (5-3, 1-6, 6-4, 2-1, 2-2) to insure appropriate allocation of resources, adherence to applicable cost principles, and avoidance of overexpenditures; supervising

NREL accounting and administrative staff; overseeing proposal preparation; overseeing staffing of NREL employees and maintaining NREL and University staffing/salary distribution records; overseeing and providing input to scientific staff on space allocation issues within NREL; acting as interface between NREL and other campus offices (particularly Sponsored Programs) and sponsoring agency offices.

Central Support Staff

The Research Faculty and scientific support staff of the NREL are supported by a central staff, variable in number, but usually including the following positions: Office Manager/Assistant to Director; Proposal and Publication Coordinator; Accounting Supervisor; Accounting Technicians. Central support staff salaries are funded by the indirect cost return from the research projects of NREL scientists, and in some cases by direct charges to funded research projects.

Coordinators of Facilities

Members of the NREL Research Faculty are appointed to coordinate the following areas: Analytical Laboratory Services, Computing Services, Graduate Student Relations, and the Colorado Laboratory for Environmental Mass Spectrometry (CLEMS). In some cases the coordinators are paid some salary for their services, generally funded by the computer and laboratory support fees charged directly to NREL funded projects.

Computing Staff

NREL computing operations are supported by a staff variable in number, but optimally including two full-time specialists, and a half-time Web Master. Computing support staff salaries and expenses are primarily funded by direct charges of monthly network support fees to research grants of NREL Research Faculty, and also by direct charges of computer support personnel salary on an as-used basis to funded research projects.

The Coordinator, a Research Faculty member appointed by the Director, reports on and represents the Computing Staff to the Director and Research Faculty.

Analytical Laboratory Staff

A full time lab manager oversees the daily operations of the analytical laboratory, including allocating space, tracking lab use hours, and maintaining analytical equipment. Ideally, the laboratory manager is assisted by another 5/8-time position. The lab manager is supervised by a member of the Research Faculty appointed as Laboratory Coordinator by the Director. Laboratory staff salaries and expenses are funded by a combination of indirect cost return from NREL scientists' funded projects, direct charges of laboratory use fees to funded projects, and per sample charges to users of laboratory analytical equipment.

Colorado Laboratory for Environmental Mass Spectrometry (CLEMS)

This facility is jointly managed by the lab manager and a coordinator for CLEMS, who is appointed by the Director. They report on and represent the needs of this campus facility.

Standing Committees

The following standing committees provide guidance to the Director:

Executive Committee (chaired by the Director)

Budget Committee (chaired by Assistant Director in 2005, and convened as needed). This committee is comprised of the Director, and 2 scientists, one housed in the Natural and Environmental Sciences Building (NESB), and one external.

Promotion Committee (see above under Executive Committee).

Awards Committee (includes several subcommittees).

Alumni and Development Committee

Space

Currently, desk space is allocated fluidly in response to immediate needs and circumstances, by the Assistant Director in consultation with the Director. The Space Committee will be reconstituted if needed to provide advice about setting priorities and about difficult individual cases. Research Faculty members are asked to fill out space requests in advance of arrival for graduate students, visiting scientists, post docs, or Research Scientists.

In a general sense, depending upon availability, desk space is apportioned as follows:

Director	single office
Assistant Director	single office
Computing staff	single office for each
Central Support Staff	four offices reserved
Laboratory Manager	one office reserved
Senior Research Scientist	single office for each
Research Scientist III	single office for each
Research Scientist II	single office when available, otherwise 2 per office
Research Scientist I	2 per office
Postdoctoral Fellow	2 per office
Research Associate	minimum of 2 per office
Hourly Employees	not eligible for office space