Committee Charged With:

1. Identifying the roles our college should seek with various institutes (ATLAS, Biofrontiers, CIRES, INSTAAR, LASP, RASEI, etc.)

2. Recommending how we can be proactive in improving the relationships between departments and institutes.
“Departments need institutes. Institutes need departments.”

-CEAS Faculty and Institute Fellow
(Potential) Benefits to CEAS, Departments, Faculty Fellows

• Association with a research powerhouse and its reputation
• “Stability” of large and “continuous” funding source
• Leverage an institute’s research infrastructure
• Develop partnerships with federal agencies, their labs, and their researchers
• Access to incredible facilities and resources
• Collaborations with outstanding colleagues (“rain-makers”)
  – Regular
  – Visiting
• Access to great post-doc fellows
• Participation of institute fellows in department/college
  – Research, Teaching, Service
  – “Reduced cost” to the department (although teaching and service availability not 100% predictable or always in alignment with department needs)

• Others….
Benefits to Institutes

• Connection and identity with an excellent research and teaching university

• Retain academic atmosphere

• Departments are the source of some fellows and non-fellow faculty collaborators

• Potential collaborations with outstanding college colleagues (“rain-makers”)

• Tenure home for fellows

• Access to graduate students (labor vs. priming pump for institute’s field)

• Departments may share costs of fellows via joint appointments
Basics

- Institutes have unique “personalities” based on their missions, their fellows, their directors, their government partners, etc.

- Departments have unique “personalities” based on their missions, their disciplines, their faculty members, their chairs, their histories, etc.

- There is a wide range of involvement of institute fellows with CEAS appointments.

- Every department-institute relationship is unique, as is every department-institute-fellow relationship.

- There is no silver bullet solution. There is no silver shotgun shell solution.
Herding the Issues

• High-level strategies and missions
• Administrative and business logistics
• “The Research”
Issues: High-level strategies and missions

• Common goal of conducting outstanding research, but missions are significantly different
  – Research vs. Research & Teaching
  – Interdisciplinary vs. Interdisciplinary & Disciplinary

• How much could/should CEAS align its research strategies with those of an institute (and which institutes)?

• Institutes have bigger/better relationships with A&S compared to CEAS
  – Most likely due to 50/50 joint appointments
  – Institutes appreciate graduate student support guarantees provided by A&S departments

• Some disconnects and discontinuities with Graduate School and its role in Department-Institute relationships
  – GS doesn’t seem to understand day to day challenges of department’s business
Issues: Administrative and Logistics

- Institutes hire best person for the institute then try to find a departmental home
- Fellows outlive chairs and directors who originally negotiated their contract
- Fellows want to teach their specialty when they are available, departments need to teach their courses every semester
  - Do departments rely too much on fellows’ availability? (sabbatical, research assignment, etc.)
  - Does the Graduate School provide sufficient support to department when fellow is not available?
- Misunderstanding of fellow’s service commitments in other entity
- Both departments and institutes focus on risks of engagements rather than opportunities (lack of trust)
- Is there proper representation/accounting of research metrics?
Issues: “The Research”

• In established institutes, fellows do not feel like there are many department-institute issues that impact or adversely alter their day to day research product

• One weakness:
  – “We don’t know what institutes are doing and institutes don’t know what we are doing.” (outside of existing collaborations)
    • Related: How do we educate/introduce new CEAS faculty (not fellow appointees) about potential collaborations with institutes?
Discussion: What are the issues from the department and college perspective?

- Comments on listed issues
  - High-level strategies and missions
  - Administrative and Logistics
  - “The Research”

- Unidentified Issues (What did we miss)
  - High-level strategies and missions
  - Administrative and Logistics
  - “The Research”
  - Other
Moving to solutions
Ideas: High-level strategies and missions

• Institute specific meetings between dean/ADR and dept. chairs with institute directors/ADs and CEAS fellows
  – 1-2X/yr to review research strategic planning, identifying common areas for collaborations, exploring joint hires, etc.
  – Institutes and departments should know about, and participate in, every relevant hire in each entity and discuss joint hiring possibilities

• Joint Hiring:
  – With ~ 20% support, CEAS can rigorously participate in interview process to select fellow with interests in the department
  – With 50% support department can have equal say in hire and stronger connections (both fellow-department and institute-department)
Ideas: Administrative and Logistics

• Grad School needs to build better/clearer frameworks for fellow appointments

• New directors and new chairs must respect what predecessors negotiated
  – Consistent framework from graduate school will reduce disparities

• Clarify fellows service assignments between institutes and departments
  – Total service is a zero sum game, but both sides can benefit
  – Plan more in advance rather than assign on the fly
Ideas: Administrative and Logistics con’t.

• Joint appointments will give departments more say in how fellow meets teaching commitments

• Chairs meet w/ directors 1x/year to review/understand fellow participation in each entity

• Fellows need to regularly communicate with chairs (research, teaching availability, service work plan, logistics,)

• Can departments make fellows (especially 100% grad school) feel more welcome?
Ideas: “The Research”

• Fellows initiate and facilitate research discussions
  – With department colleagues (Depts. Meetings or seminars)
  – Bring department colleagues to fellows meetings
  – Larger strategy meetings between departments and institutes

• Fellows work with ADR office to engage new CEAS faculty

• 1-2x/yr 3-way Mentor-Mentor-Mentee meetings for new faculty
Discussion: What are ideas from the department and college perspective?

• Comments on listed ideas
  – High-level strategies and missions
  – Administrative and Logistics
  – “The Research”

• Ideas for unidentified issues
  – High-level strategies and missions
  – Administrative and Logistics
  – “The Research”
  – Other
RASEI

- In addition to many of the above issues, RASEI has the complication of defining itself and needs a new Associate Director to do so.

- Stability and definition will come with new AD, new building, NREL leasing/staffing CU buildings, hiring NAE level fellows, etc.
  - Joint hiring of NAE level fellows benefits everyone (Dept., CEAS, RASEI, CU, NREL)

- Recognition that top-down or “DOE or the highway” didn’t work for CU faculty fellows.

- Recognition that committee assignments to develop a research platform resulted in design by committee rather than definitive thrusts.
RASEI

• Campus needs to recognize that RASEI must become excellent in a few strategic areas before covering any/all aspects of future renewable and sustainable energy research
  – But RASEI needs to capitalize on existing campus strengths

• Opportunity: CEAS has been more responsive than A&S (especially Chemistry)
  – RASEI can still be a CEAS-centric institute