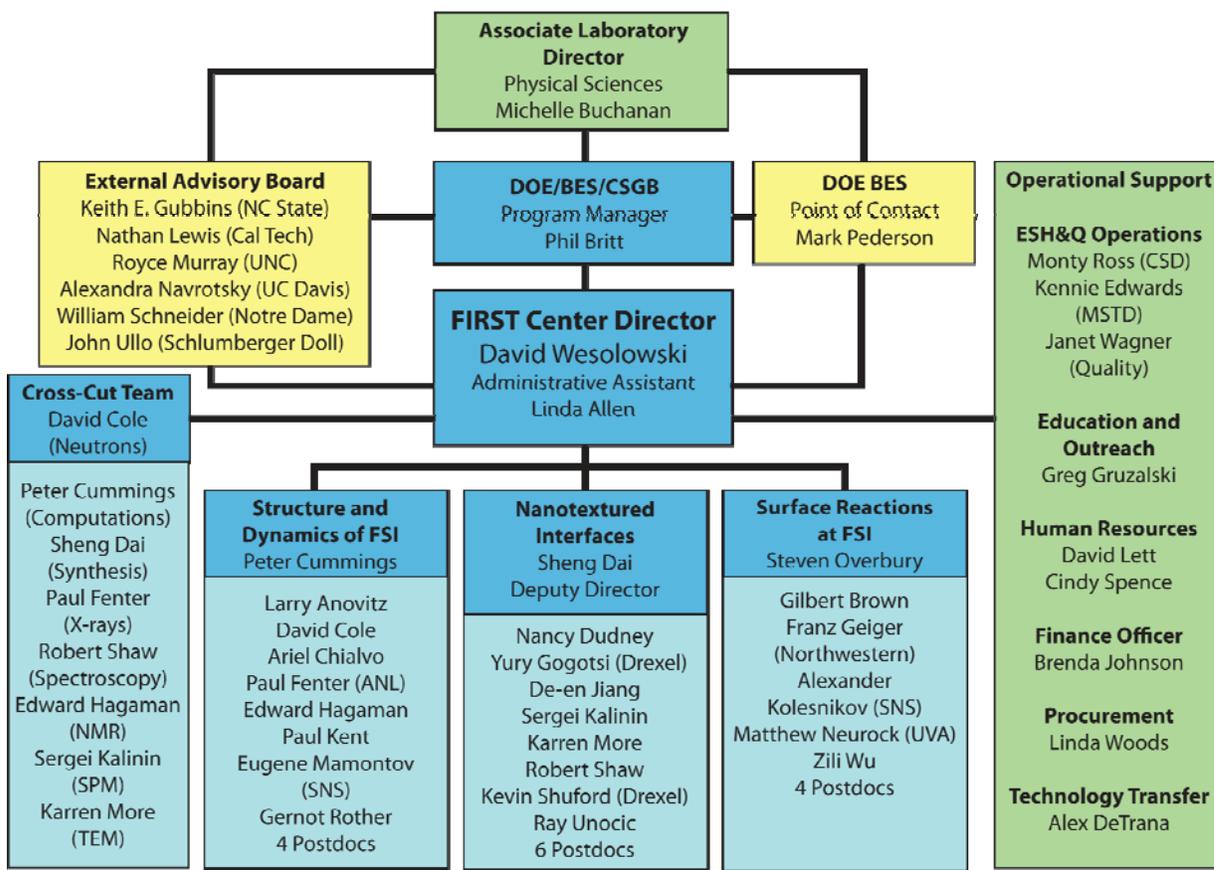


**Organizational Structure, Roles, and Responsibilities:** The FIRST Center management structure, outlined in **Figure 2.1**, has been designed to accomplish the scientific goals of the Center, while providing synergy between the thrusts, educational outreach, oversight, operational support, and integration with DOE's core science and technology programs. The **Director** (Wesolowski) is responsible for the overall scientific direction and management of the Center, including setting scientific priorities, monitoring progress, allocating resources, reporting to BES, and ensuring compliance with environmental, health and safety regulations. He also reviews and approves the release of all publications, presentations, web postings and media articles. The **Deputy Director** (Dai) represents the Director in his absence. The Director is accountable to ORNL's BES Chemical Sciences, Geosciences and Biosciences (CSGB) Program Manager (Britt, who is also the Chemical Sciences Division Director) and the Associate Laboratory Director (ALD) for Physical Sciences (Buchanan) and the DOE Program Managers. The **Thrust Leaders** (Cummings, Dai, Overbury) report to the Director and are responsible for managing the daily activities of their specific thrusts, which includes setting scientific priorities, monitoring progress and managing resources. The Thrust Leaders and **Cross-Cut Team Coordinator** (Cole), together with the Director and ORNL CSGB Program Manager, constitute the **Steering Committee** (SC), which is responsible for integrating and coordinating research activities across the thrusts, and is the strategic decision-making body of the Center. An **External Advisory Board** (EAB), composed of science and technology experts from academia and industry, assess the scientific direction and progress of the Center and the Thrusts, and the quality of the scientific program. An **Operational Support** group based primarily in the ORNL Chemical Sciences Division provides support for Procurement, Finance, Environmental, Health, Safety and Quality (ESH&Q), Education and Outreach, Human Resources, and Technology Transfer.



**Figure 2.1.** FIRST Center management structure and primary assignments of researchers and support personnel. (FIRST Research Team in blue, Steering Committee (SC) in dark blue. Postdoc names are left out for brevity).

**Operations:** The SC meets biweekly to discuss the overall project progress, direction, budgets, operations, and staffing, and ensures integration among the thrusts. Every other meeting of the SC is an all-hands meeting with staff, postdocs, students and research associates with our external partners joining in by video- and tele-conferencing (using Microsoft Office Live Meeting). These meetings include research presentations, operational issues and planning for future research and outreach activities. Research presentations, topical publications, meeting schedules, etc. are posted on a password-protected Wiki site which all participants can access. Thrust Leaders meet with their teams via teleconferencing and webinars biweekly to discuss research progress (including student mentoring) and operational issues. The Cross-Cut Coordinator circulates among these Thrust meetings to ensure best utilization of the Center’s resources and expertise. Once a year, the SC, EAB and ALD will meet to review scientific directions, progress and quality of the Center, in conjunction with an all-hands workshop. In addition to these formal meetings, the staff take advantage of other opportunities to informally gather with our external partners and potential collaborators to discuss research progress, opportunities and goals at scientific meetings and workshops.