University Partnershipsort





Crossing Horizons

INL UNIVERSITY PARTNERSHIPS EXPANDS ACADEMIC PRESENCE ACROSS THREE CONTINENTS

From summer internships to research fellowships, Idaho National Laboratory's University Partnerships Directorate plays an integral role in growing the lab's resources and widening its impact around the academic world.

In 2016, INL University Partnerships programs hosted 672 people from 138 institutions across the United States and abroad. Employee education accounted for 237 people from 33 institutions. The remaining 435 included:

Interns (331 people from 94 institutions, 11 of them from eight institutions outside of the U.S.)

Joint Appointments (20 people from 11 institutions)

Postdoctoral Researchers (41 people from 32 institutions, three of them outside of the U.S.)

International Researchers (14 people from five institutions outside the U.S.)

Academic Visitors (eight people from six institutions)

Faculty Researchers (two people from two institutions)

Teaming Teachers (one person from one institution)

Practicums (18 people from two institutions)

The collaborative relationships INL has developed with institutions in North America, Europe and Asia have played an increasingly important role in meeting the lab's critical staffing needs. In the lab's recruitment of interns and postdoctoral researchers, the University Partnerships Directorate was responsible for close to 40 percent of new hires.

With 30 percent of its employees nearing retirement age, INL recognizes that to grow and thrive it must offer members of the next generation hands-on lab experience, as well as mentoring from experienced professionals.

There was a 28 percent increase in the number of postdoctoral researchers at INL in 2016, the



INCREASE IN THE NUMBER OF POSTDOCTORAL RESEARCHERS AT INL IN 2016

year that saw the introduction of the Russell L. Heath Postdoctoral Program, aimed at providing a source of funds for early-career strategic hires who show the potential to become INL's future leaders in science and technology.

Understanding a workplace's culture and environment is essential to guaranteeing its future. In-house, University Partnerships helps lab employees further their educations in the fields of chemistry, nuclear, mechanical and electrical engineering, computer science, business management, biology and geology.

INL's University Partnerships Directorate also helps current employees with continuing education by covering tuition and fees for classes. This has proven to be a great benefit not only to employees but to their families and neighbors, with more class offerings and expanded educational opportunities.

By bringing in distinguished researchers, the University Partnerships Joint Appointments Program links the lab with the brightest minds of academia, opening new research horizons. Top accomplishments of 2016 include the agreement between INL and Massachusetts Institute of Technology, making INL's Dr. David Petti executive director of a team reporting on The Future of Nuclear Power. The national technical co-director of DOE's Advanced Reactor Technologies program, Petti is regarded as the leading authority on high-temperature gas-cooled

INL is filled with people dedicated to using their intellect and skills to make the world safer, cleaner and more equitable.



reactor technology from the Next Generation Nuclear Plant program.

The past year also marked the advent of University Partnerships' mentoring workshops. The format allows participants to share their experience, leveraging "real cases" as learning and discussion tools. Through its collaborative efforts, programs and agreements with the "best and brightest" around the world, University Partnerships looks forward to 2017 as a year in which even more horizons can be crossed.

Employeducation

40 YEARS OF COLLABORATION

The partnership between Idaho National Laboratory and institutions of higher learning passed the 40-year mark in 2016. On July 1, 1976, University Place opened its doors on the north side of Idaho Falls. Originally called the Intermountain Science Experience Center, the project received significant help from the Atomic Energy Commission (which would become part of the U.S. Department of Energy a year later). This became the nucleus of an Idaho Falls campus for Idaho State University and the University of Idaho. The campus has since grown to several acres of classrooms and laboratories, where students pursue undergraduate and graduate degrees in science and engineering.

Lab employees at all levels are encouraged to seek degrees, continue their studies and pursue professional licensing and certification. To help make this possible, INL covers tuition and fees from accredited institutions.

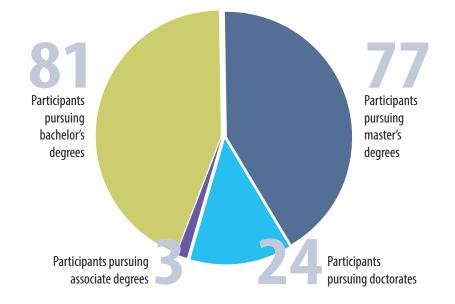
TRENDING UPWARD

Based on trends, INL anticipates seeing more participation in employee education. In FY 2016, there was an overall increase of nearly 20 percent in people seeking degrees (185), up slightly from FY 2015 (176) but almost double the number from FY 2014 (96).

When working full-time and pursuing a degree, persistence is a key factor. After investing in an employee's education, INL plans to reap the benefit by keeping employees at the lab. To date, the graduate retention rate for employee education is 100 percent, continuing the trend from FY 2015, when it was 94 percent, and bringing the fiveyear average to 88 percent.

SATISFACTION LEVEL HIGHER

Over the past two years, overall satisfaction among student employees has improved to 96 percent, with 95 percent of participants saying they would use the benefit again. Employee education opportunities were most highly utilized by employees with 10 or less years of experience at





the lab. There were 91 employees with less than five years of experience, and 74 employees with five to 10 years of experience.

LEADING FIELDS

Aligning programs with lab needs is critical for ensuring that the investment in continuing education is money well spent. The University Partnerships Directorate works closely with

INL leadership to ensure that employees' educational pursuits support the lab's agenda and core capabilities. Lab managers identified project management, followed by computational science and engineering, as the top fields where training and education were needed. Power and energy systems, information systems management and information/ cybersecurity also ranked highly.

Of the people pursuing degrees, 38 were majoring in business administration and management. Another 59 were seeking degrees in the following fields: industrial technology (19), nuclear science and engineering (15), mechanical engineering (13) and computer science (12).









Mechanical

engineering



Computer science

Business administration and management

Industrial technology

Nuclear science and engineering

Internet future

In summer 2016, nearly 350 students came to INL to do everything from cybersecurity to rare earth extraction to building a process control loop out of junked spare parts. In all, students from 94 universities around the United States and overseas participated as interns.

From the lab's perspective, it isn't just about attracting and developing future talent but spreading awareness of what INL has to offer. This can result in more collaboration with industry, academia and other partners. From the point of view of the researcher, interns offer a number of advantages: fresh perspective that allows them to think more openly about the research they're doing, and assistance that allows them to engage in research they might not ordinarily have the time to pursue.

BY THE NUMBERS

Targeted on-site recruiting occurred at events held on more than 20 university campuses. Lab representatives visited Carnegie Mellon, New Mexico Tech, Penn State, Purdue, Texas A&M, University of Utah, Washington State University, Colorado School of Mines, University of Michigan and University of Tulsa. Outreach efforts included participation in career fairs, meetings with professors, career center visits and student presentations. On top of that effort, INL representatives conducted outreach activities with 49 other universities. The end result was close to 1,600 applicants from 236 universities.

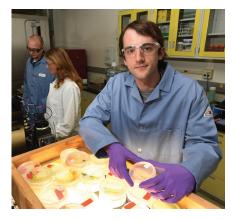
Two consortia established by INL in 2005, the Center for Advanced Energy Studies and the National University Consortium, supplied a significant number of interns:

CAES

- 37 Idaho State University
- 18 University of Idaho
- 4 Boise State University
- **3** University of Wyoming

NUC

- 13 University of New Mexico
- **13** North Carolina State University
- 10 Oregon State University
- 5 Ohio State University
- 3 Massachusetts Institute of Technology



In summer 2016, \$310,000 was awarded in support of INL's Office of Science Workforce Development for Teachers and Scientists Programs, which included the Visiting Faculty and Student Program, Student Undergraduate Laboratory Program, and Community College Internship Program. In all, this drew 28 program participants from across the nation.

STREAMLINING FOR SAVINGS

To facilitate the integration of newly hired interns, INL streamlined its process, allowing intern new hires to do their paperwork securely online and transmit it electronically. No longer do students have to print,

More than **1,600** applicants from **236** universities applied for INL internships.

sign, scan and return more than 80 pages of material. This has saved a minimum of two hours per hire, equaling more than 600 hours of time savings.

MISSION AREAS

Internships are granted in three fields of study:

Nuclear Energy (advanced nuclear fuels, nuclear reactor systems, modeling and simulation, safety and risk assessment, materials and



fuels management, advanced test reactor experiments and space power systems)

Energy and Environment

(hybrid energy systems integration concepts, electric vehicle system diagnostics and testing and biomass research)

National and Homeland Security (safeguarding fissile materials from proliferation, addressing secure communications channels for first responders, and strengthening reliance of cybersecurity and critical infrastructure)

Interns are also offered opportunities in business support and operations, marketing, communications and logistics, to name a few other disciplines.

Student interns had more opportunities in 2016 to participate in career-oriented activities, most notably the new Career Exploration Seminar Series. The seminar sessions were tailored to students in specific degree fields, aimed at inspiring thought and discussion about possible career pursuits. Practical advice was offered as well, on such topics as how to apply for graduate school, interviewing and resume writing.

In addition to gaining career perspectives, the summer intern program offers opportunities to form new friendships and embark on adventures, taking full advantage of the hiking, fishing and mountain biking opportunities in the region.

Postdocral

Idaho National Laboratory views a robust postdoctoral program as essential to its future. The engagement of early career research talent is critical to the success of INL's mission areas.

In 2016, the program received 952 applications and grew 28 percent, added its first distinguished postdoctoral fellowship program and implemented several enrichment activities.

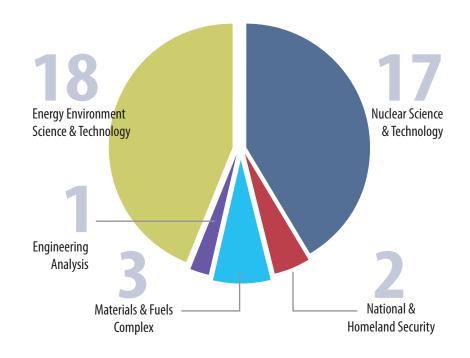
Postdoctoral appointments provide hands-on research and development experience under the supervision of qualified mentors, opening the way to research independence. While enhancing the quality of the INL workforce, the work done by postdoctoral researchers advances the lab's missions in the fields of nuclear energy, critical infrastructure protection, cybersecurity and clean energy innovation. By performing in a rich science and technology environment and presenting and publishing research, postdocs contribute to the overall research efforts of the laboratory.

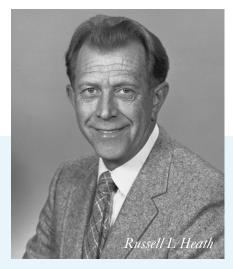
BY THE NUMBERS

INL's 41 postdoctoral researchers were in the following areas in 2016:



NUMBER OF APPLICATIONS TO INL'S POSTDOC PROGRAM





RUSSELL L. HEATH POSTDOC APPOINTMENT

The Russell L. Heath postdoctoral appointment has been established to attract, recruit, develop and inspire early-career researchers who have the potential to develop into INL's future scientific and technical leaders. It is named after Dr. Russell L. Heath, who came to the Atomic Energy Commission's National Reactor Testing Station in 1952, and gained an international reputation as the "Father of Gamma Ray Spectrometry." The national laboratory now called INL has its roots in AEC's NRTS, which came to eastern Idaho in 1949.

"This marks the beginning of a new adventure for INL, one we anticipate brings even greater attention to our reputation for outstanding science and innovation." — Mark Peters, INL Director

These appointments are highly competitive and are intended to recognize and provide associates with an academic honor, research experience, mentorship, and training to develop their capabilities.

Idaho National Laboratory in 2016 named Dr. Cheng Sun as its first honoree under the newly established Russell L. Heath Distinguished Postdoctoral Associate Program. This was INL's first distinguished postdoctoral appointment, and more are expected.

Dr. Sun came to INL in September from Los Alamos National Laboratory, where he had been a postdoctoral associate since May 2013. He holds a Ph.D. in materials science and engineering from Texas A&M University. His research areas include advanced structural materials, nanostructured materials, and mechanical property relationships of materials in extreme conditions such as high temperature and high flux.

"We have high hopes for all of our postdoctoral appointments and believe we are going to see great things from our first distinguished postdoc, Dr. Sun," said INL Director Mark Peters.

University Workforce development

PRIMING THE TALENT PIPELINE

In the 67 years since the United States Atomic Energy Commission came to Idaho, one thing that has remained constant is the profound effect it has had on the workforce at a local, regional and state level.

Today, Idaho National Laboratory stands on the threshold of a new era. The lab is a key player in regional and national efforts to create the energy and technology workforce of tomorrow. But 30 percent of INL's workforce is at least 50 years of age and approaching retirement. Combined with a growth in business volume at the lab, developing a talent pipeline is one of INL's most important missions. The impending shortage not only affects researchers, there is also an acute need for highly trained, qualified and talented technicians and mechanics.

The University Workforce Development program helps create an environment in which technology can be brought to market by meeting industry needs and making sure the next generation of tech workers is prepared to step into the shoes of the longtime employees. This is done in a variety of ways, including support for economic development agencies, universities and graduate programs.

STEM EDUCATION

Through the University Partnerships Directorate, INL supports STEM education in public schools and partners with universities through a number of programs. A partnership among INL, Idaho State University and Partners for Prosperity, an eastern Idaho-based nonprofit organization, has resulted in the creation of the Energy Systems Technology and Education Center (ESTEC) in Pocatello.

S200K AIDED BY A \$200K INVESTMENT, INL HAD EIGHT ESTEC INTERNS IN 2016 AND WAS ABLE TO BEGIN ANNUAL ENROLLMENT.



ESTEC offers a unique approach to educating students by offering the specific knowledge and skills needed in energy production. The skill requirements have been developed in partnership with energy utilities and vendors to assure that program graduates enter the workforce with the precise skills required by the energy industry in a broad spectrum of electrical, oil, gas, renewable and allied manufacturing sectors. Students learn through traditional classroom experience and extensive laboratory exercises. Electrical generation technologies addressed include nuclear, coal, gas and renewable technologies.

HIGHLIGHTS OF 2016

INL's \$100,000 investment enabled Eastern Idaho Technical College (EITC) to reinstitute the Radiation Control program. With the first class, 100 percent of the graduates were placed with INL or Fluor Idaho, the company that took over the Idaho Cleanup Project in 2016.

Another development that would not have taken place without technical and financial support from INL was the University of Idaho's request to the Idaho Department of Labor for a program to provide fire protection certification. University of Idaho received a \$244,000 training grant to develop an online, 18-credit certification program to train fire protection specialists and engineers. With that in place, UI plans to train 30 people within two years.

PRACTICUMS

Practicums are an unpaid opportunity for students to apply what they are learning in the classroom in a working environment under the guidance of a professional. From INL's side of the equation, managers have the opportunity to evaluate students and their potential for employment after they have completed their training. Radcon technician students from Eastern Idaho Technical College "job shadow" professionals at the Materials & Fuels Complex and the Advanced Test Reactor Complex. In the Occupational Medicine Program, University of Utah candidates studying to be physicians are given the opportunity to work alongside INL physicians, getting hands-on training in a safe environment.

\$23.00 STARTING WAGES UPON COMPLETION OF THE PROGRAM ARE AN ESTIMATED \$23/HOUR.



MY AMAZING FUTURE

My Amazing Future is a program that allows eighth-grade girls from southeast Idaho to learn about STEM fields and professionals serving in them. In 2016, 150 students participated in a full day of hands-on sessions designed to be educational and engaging. Twenty different sessions are designed to illustrate how a STEM education translates into exciting career options. Among the offerings, teens had the opportunity to catch a hacker, identify density through a drink, and learn about powering a deep space mission.

Worldwide

COUNTRIES (GERMANY, ITALY, CANADA, SOUTH KOREA, CHINA, FRANCE, DENMARK, ENGLAND, JAPAN AND USA)

39

STATES PLUS THE

DISTRICT OF COLUMBIA

124 UNIVERSITIES, COLLEGES, AND TRADE SCHOOLS

> 4 other agencies 10 high schools





Postdoc Computational Scientist Swetha Veeraraghavan represents a growing international presence at INL.

| PROGRAM | FY15 | FY16 | GROWTH |
|--|------|------|--------|
| Academic Visitors | 4 | 8 | 100.0% |
| Employee Education | 198 | 237 | 20.0% |
| Faculty Researchers/ Teaming Teachers | 0 | 3 | 300.0% |
| International Researchers | 13 | 14 | 7.6% |
| Interns | 322 | 331 | 3.0% |
| Joint Appointments | 18 | 20 | 11.0% |
| Postdocs | 32 | 41 | 28.0% |
| Practicum | 27 | 18 | -33.0% |
| TOTAL | 614 | 672 | 9.44% |
| | | | |



Summer Science Camps at Eastern Idaho Technical College offer exciting weeklong opportunities for young people to gain new insights into mathematics, science and computers. Typically, close to 450 students from kindergarten through 12th grade attend the camps each year. They exit the program with either a new or renewed interest in STEM subjects. INL is a wholehearted supporter of such programs, recognizing that this is where many of its future employees first develop a passion for science and engineering.

Historical

| Timeline | Pre-2005 | 2005 | 2007 | 2009 | 2011 | 2013 | 2014 |
|--|--|-----------------------------|-----------------------|--|------|---|------------------------------------|
| Employee Education | Started 1954 | | | | | Deep Dive | Audit Revamped Program |
| Faculty Researchers | | | | | | | |
| International Researcher | | | | Started Sponsoring J-1 VISAs through DOE | | | |
| Interns | Subcontracted from ACE - ORAN - Washington State University | Converted to INL Interns | | | | | |
| Joint Appointments | | Started Program | | | | | Deep Dive |
| Postdocs | Subcontracted from Washington State University | | INL Project Hires | | | Benchmarking Transition from HR to UP | Reduced Burden Rates Introduced |
| Practicum | | | | | | | Nonemployee Subcontractors |
| Recruiting Plan | | | | | | | |
| Teaming Teachers | | | | | | Staff Augmentation / STEM Experts | |
| Workforce Development (ESTEC, EITC, UI, BSU) | | | ESTEC (Continuing) | | | | |
| University Partnerships | | | | | | | |

COF KEY EVENTS

| 2015 | 2016 |
|---|--|
| Congratulatory Letters | Advocacy/Liaison |
| | New Program in 2016 |
| | Implemented Welcome Meeting Implemented Brief Exit Interview |
| Intern Art Expo - Added Art Category to Poster Sessions Added Additional FTE to Support Program Growth Started Recruiting at Career Fairs | Brief Orientation for Externally Funded Interns Updated Internal Tracking System (EPAD) Added New Surveys: Mentor End of Season Survey and Intern Mid-Point Survey Enrichment Calendar with New Seminar Series New Application Process Revamped New Hire Orientation Streamlined Electronic Paperwork |
| | Implemented New Program New Blanket Master Agreements |
| Professional Development Enrichments (Monthly Seminar Series) Aligned Program with National Postdoc Association Annual Postdoctoral Networking Dinner Event | Distinguished Postdoc Program |
| | Revamped Program |
| Started Recruiting at Career Fairs | |
| | Revamped Program |
| EITC RadCon | UI Fire Protection BSU Cyber Security |
| | Mentor Workshop Updated Internal and External Webpage Content |

| January | Summer Intern Offers Begin |
|-----------|---|
| February | Mentor Workshop Summer Intern Offers |
| March | Mentor Workshop My Amazing Future Summer Intern Offers |
| April | Summer Registration for Classes Q3 Russell L. Heath Postdoc Posting FY Generic Posting Summer Interns On Site |
| May | Summer Interns On Site |
| June | Graduation Summer Interns on site |
| July | JA Amendment Renewals/Contract Negotiations Commence Fall Registration for Classes Summer Interns On Site |
| August | Intern Expo Summer Intern Terminations |
| September | Postdoc Fellows Dinner National Postdoc Appreciation Week University Recruiting FY Generic Intern Posting Opens |
| October | University Recruiting Mentor Requests for Interns Opens Q2 Russell L. Heath Postdoc Posting |
| November | Mentor Workshop |
| December | Spring Registration for Classes Previous FY Annual Report Issued |

Academic & Research

ACADEMIC VISITORS/ VISITING RESEARCHERS

University researchers who regularly meet with INL scientists and engineers (more than six weeks a year) may request a security badge through the Academic Visitors program. Academic visitors must meet INL security badge requirements and undergo additional training that may be required for specific facilities. Visiting researchers can participate in a variety of activities, including but not limited to:

- Guest lectures
- Collaborations with INL researchers, funded jointly by INL and the university
- Providing education to INL staff
- Mentoring INL staff on new technology or academic research
- Discussing topics of mutual interest





INL's Academic Visitors program promotes collaboration among university staff, research personnel and INL research organizations.

An academic visitor does not receive any funding from INL but can interact with lab employees and discuss topics of mutual interest or potential research collaborations. Academic Visitors came from the following universities:

NUCLEAR SCIENCE & TECHNOLOGY

- 1 Brigham Young University-Idaho
- 2 University of Texas
- 1 Weber State University

MATERIALS & FUELS COMPLEX

1 Colorado School of Mines

ENERGY ENVIRONMENT SCIENCE & TECHNOLOGY

1 Weber State University

INFORMATION MANAGEMENT

1 Boise State University

INTERNATIONAL RESEARCHERS

The Department of Energy's Visitor Program, in which INL takes part, provides international researchers opportunities to collaborate with INL researchers and scientists. By sharing ideas and research and having access to authorized INL facilities, international researchers are able to take full advantage of the lab's resources. By participating in a cultural exchange in the United States, they can then share their experiences with friends, families and colleagues when they return home, helping further the U.S. State Department's foreign policy objectives.

DOE's Visitor Program sponsors visitors on J-1 Visas in these categories:

- Government visitor
- Specialists
- Short-term scholars
- Research scholars

The Visitor Program is incredibly valuable to INL's scientific community; it encourages looking at research from diverse perspectives and fosters collaboration with international researchers, thereby providing a cross-cultural exchange which inspires creativity. Interest in the International Researcher Program has continued to increase. To help visiting researchers feel more welcome, representatives from University

This program enables INL to bring several distinguished researchers and scientists to the lab to participate in vital programs and projects.

In 2016, INL welcomed international researchers from the following places:

Republic of Korea (South Korea) (10): Korean Atomic Energy Research Institute (KAERI)

Japan (2): Ministry of Economy Trade and Industry (METI), Japan Atomic Energy Agency (JAEA)

France (1): French Alternative Energies and Atomic Energy Commission

People's Republic of China (1): China Academy of Engineering Physics and China Agricultural University Partnerships meet individually with each upon their arrival at INL, providing information about the lab and community activities. Likewise, exit interviews are conducted to gain information about what can be done to improve the program. INL's Multicultural Employee Resource Group has been invaluable in the help it has provided, identifying and addressing practices and factors that might have caused international employees and foreign nationals to feel they were being treated in a less-thaninclusive manner. For example, a security plan can now be modified to permit international researchers to work with fellow researchers who may be in time zones abroad.

Teaming

ALLIED WITH EDUCATION

INL has a long history of close association with the schools in the area. INL recognizes that developing talent at a local level is as important as recruiting the best talent from around the world. To this end, teachers are the lab's most natural allies.

It is essential for the next generation to have advanced critical thinking skills, integrated with an understanding of science, math, engineering, physical and life sciences and the application of technological concepts.

TEAMING TEACHERS

Teaming Teachers is a professional development program for K-12 educators. Through this summer program, educators work with INL scientists and technical experts on research projects relevant to the classes they teach.

The program helps teachers deepen their knowledge of science, technology, engineering and mathematics and hone their instruction skills. Participants return to their classrooms with new skills and energize students to think about careers in science, mathematics, engineering or technology. The program is open to

- Experienced teachers who demonstrate an intellectual curiosity and enthusiasm for learning.
- Teachers who are U.S. citizens or permanent resident aliens.

Participants receive an hourly wage commensurate with their academic credentials and experience for their participation in the eight-week program.





8,701 TEACHERS PARTICIPATED IN THE PROFESSIONAL DEVELOPMENT PROGRAMS IN 2016.

FacultyRESEARCHERS



2016 UNIVERSITY PARTNERSHIPS LAUNCHED THE FACULTY RESEARCHER PROGRAM. University Partnerships launched the Faculty Researcher program in 2016, allowing prominent professors to conduct research at Idaho National Laboratory during breaks from teaching.

A university faculty member is able to collaborate with INL lab researchers, sharing ideas and processes.

When they return to their academic duties, they are able to share with students and colleagues what they have learned at INL. Equally important, they act as advocates of INL research and programs, encouraging students to pursue internships and postdoctoral research opportunities.

The first two researchers in the program were both involved with Dr. Rob Hovsapian in the Power and Energy Systems in the Energy Environment Science & Technology directorate. They were:

Dr. Charles Boncelet, associate chair of the Electrical & Computer Engineering Department at University of Delaware and a professor of Computer & Information Services. Dr. Anurag K. Srivastava, associate professor in the Washington State University School of Electrical Engineering and Computer Science director in the Smart Grid Demonstration and Research Investigation Laboratory.

Both researchers collaborated and worked with team members of INL's Real Time Power and Energy Innovation Laboratory R&D team.

JOIAPPOINTMENTS

A joint appointment is an arrangement in which a researcher has formal ties to both INL and a university. These partnerships enhance collaboration, as joint appointees conduct research and development at both home and host institutions.

Researchers profit by having access to INL employees and resources, while INL benefits from having ties with multiple university research programs. Joint appointments also allow opportunities to participate in specific proposals that might otherwise be impossible. A joint appointment can work in one of two ways:

Outgoing

AN INL EMPLOYEE IS

AT A UNIVERSITY.

REOUESTED TO COLLABORATE

A UNIVERSITY EMPLOYEE IS REQUESTED TO COLLABORATE ON SITE AT INL.

Through the program, laboratory employees may teach courses and conduct research at partner universities or professors can work with INL on collaborative projects. Within a joint appointment agreement, both INL and the university share in the costs of the joint appointment.



Highlights of 2016 included an agreement signed with Massachusetts Institute of Technology under which Dr. David Petti began working part-time in Cambridge as the executive director of a national team charged with an MIT report on The Future of Nuclear Power. He has served as DOE's Advanced Reactor Technologies Program national technical co-director, and has extensive experience in the development of the high temperature gas-cooled reactor under the Next Generation Nuclear Plant program. He has led a study on potential advanced test and demonstration reactor options for DOE, work that was taken into account as MIT and INL made their agreement. As the Joint Appointment program expands, new categories are being considered. These include:

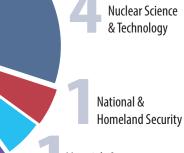
Distinguished Joint Appointment Fellow: This designation, under development, will be equivalent to an INL Laboratory Fellow, with strategic high-level connections and a focus on research and development.

Teaching Only: This designation serves to develop new talent for INL, a critical need as a significant portion of the lab's workforce nears retirement age. There is no research component; rather, a focus on teaching university students to increase awareness of and connections to INL programs. The process for negotiating joint appointments was streamlined in 2016 in two significant ways. A new costing model was adopted and a process for blank master agreements was implemented. Negotiations took place with 13 institutions, and three new, highly ranked institutions – MIT, Purdue and University of Utah – entered the fold. Overall, INL's number of joint appointments grew from 18 to 20 in 2016, representing growth of 11 percent.

JOINT APPOINTMENTS BY UNIVERSITY

- 3 Boise State University
- 1 California State University, Long Beach
- 5 Idaho State University
- 1 Indiana University
- 1 Massachusetts Institute of Technology
- 1 North Carolina State University
- 1 Oregon State University
- 3 University of Idaho
- 1 University of Nevada, Las Vegas
- 2 University of Wyoming
- 1 Virginia Commonwealth University

Energy Environment Science & Technology



Materials & Fuels Complex

University Partnershi

EMPLOYEE EDUCATION (220) American Graduate University Melissa Smith, Business Administration/ Management American Military University Jeremy Walker, Geographic Information Science American Military University Kelly Nead Donda Walsh, Business Administration/Management Arizona State University Shannon O'Brien, Organizational Leadership Sciences Arizona State University Arizona State University Travis Stoor, Applied Science Boise State University Carl Fennen, Business Administration/Management Brigham Young University - Idaho Nikki Peterson, Computer Science Colorado Technical University Daniel Lence Computer Science Daniel Jones, Computer Science Ralph Herrera, Measurement and Control Engineering Columbia Southern University Jana Collier, Business Administratio Eastern Idaho Technical College Tamara Field Robert Bates Robert Bates Jeffery Allen Embry-Riddle Aeronautical University Casey Pfannenstiel, Business Administration/Management Excelsior College Scott Nelson, Business Administration/Management Jason Andrews, Organizational Leadership/Sciences Andy Kline, Computer Science George Mason University Jonathan Homer, Technology Management Jennifer Hoggard George Washington University Christopher Michelbacher, Business Administration/ Management Georgia Institute of Technology Monir Kohi, Computer Science Idaho State University Drew Thomas, Business Administration/Management Bria Rucks, Business Administration/Management Thomas Walters, Mechanical Engineering Michael Heighes, Mechanical Engineering Rachel Emerson, Chemical Engineering Jodi Grgich, Business Administration/Management Glenn Russell, General Studies Brenden Heidrich, Business Administration/Management Jonathan Kirkham, Nursing Ramazan Sen Jorge Navarro Wilson Cowherd Justin Herter Marinelle Rowe, Human Resource Training & Development Manneire Rowe, Human Resource training & Developm Rocklan ACDowell Troy Unruh, Nuclear Science/Engineering Danielle Perez, Mechanical Engineering Nate Oldham, Chemistry Kylee Lambert, Business Administration/Management Bradley Gravatt, Business Administration/Management Lisa Hawkins, Organizational Leadership/Sciences Kort Bowman, Business Administration/Management Rot Downan, Disness Administration/Management Robert Richardson, Business Administration/Management Tyson Williams, Business Administration/Management Brian Simons Steven Prochko, History Aleksey Rezvoi, Nuclear Science/Engineering Mick Romrell, Workplace Training & Leadership Alesha Jorgensen, Human Resource Training & Development Luca Rich, Business Administration/Management Luca Kicn, Business Administration/Management Candace Moehnek, Business Administration/Management Matthew Bryant, Physics Patrick Bragg, Nuclear Science/Engineering Daniel Mecham, Physics Mason Jaussi, Renewable Energy & Sustainability Systems Tony Koonee, Emergency Management Jonathan Alvarez, Mechanical Engineering Kent Bruant Business Administration/Management Kent Bryant, Business Administration/Management Christing Joans, Districts Annihistatuon/Management Cory Johnson, Mechanical Engineering Christina Morgan, Information Technology Shana Jensen, Physics Jennifer Eisenbeis, Business Administration/Management Arthur Baker, Nuclear Science/Engineering Amy Loya, Electrical Engineering James Blair, Fire Services Administration Patrick Kelly, Fire Services Administration Garth Lambson, Engineering Management Brady Austin, Environmental Science Logan Lewis, Business Administration/Management Jennifer Hanson, Fire Services Administration Brycyn Campbell, Environmental Science D Chad Jackson, Workplace Training & Leadership Justin Mathewson, Electrical Engineering Justin Mathewson, Electrical Engineering Brandon Stucki, Emregney Management Paul Marley, Criminal Justice - Homeland Security Braxton Herrick, Organizational Leadership/Sciences Greg Watson, Emergency Management Thairel Jackson, Mechanical Engineering Anthony Wise, Jr., Business Administration/Management Jystin Spaletz, Emergency Management Tyler Aicher, Information Technology Kewin Pane Rusiness Administration/Management

Kevin Page, Business Administration/Management

Scott Packard

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