gations. After these presentations, the coordinating committee members discuss and approve or disapprove all or some of the proposed activities. Directional adjustments are negotiated among the cooperators, and consensus is achieved for operating the unit for the subsequent year. Coordinating committees attempt to make all decisions by consensus. Split decisions complicate unit operations and may force the unit leader to divide loyalties between cooperators.

The coordinating committee discusses activities of the previous year and hears each member's perspective on unit performance. The evaluation of the unit's performance and the evaluation of the performance of unit personnel are occasionally confused. The difference between these two evaluations is subtle but important.

Evaluation of the unit includes performance and productivity. The performance of the unit is broader than the performance of the unit staff but obviously reflects the actions of the staff. Unit performance includes the combined efforts of unit students and of state agency personnel and university personnel who are actively involved with the unit.

The performance of the unit leader and the review of the leader's evaluation of the assistant leaders are evaluated by the unit supervisor. Any discussion of personal performance of unit personnel by the unit supervisor takes place in the executive session—if held. Cooperators use the executive session of the coordinating committee meeting to provide comments on performance of unit personnel to the unit supervisor. This information is considered by the supervisor in the evaluation of unit employees' performance.

After the coordinating committee meeting, the unit supervisor discusses personnel performance with the unit leader. Formal unit-personnel evaluation of federal employees follows the official performance evaluation procedures prescribed by the Federal Office of Personnel Management. The evaluation of personal performance determines pay, bonuses, and the subsequent year's performance expectations.

The coordinating committee functions throughout the year even though it typically meets in a formal setting only once a year. Action is needed on some research proposals during the year. Proposals that require action between meetings are forwarded in series to the individual coordinating committee members. Members may take independent action or engage in a conference call. A request for action on proposed research includes a summary of the proposed project and its objectives and contains a concurrence line for the signatures of each coordinating committee member. When all signatures are affixed, this document becomes an addendum to the official minutes of a coordinating committee meeting.

The unit leader must make judgments about staff load and decisions about which new projects may be appropriate for the unit. The unit leader must assure the coordinating committee that the unit can undertake proposed new projects and still meet the responsibilities of ongoing projects.