of a beginning assistant professor. In comparative terms, the federal salary scale for scientists at beginning level had regressed by 35% during this 8-year period. Two major factors seem responsible: Most university salaries escalated while increases in federal salaries were held well below the inflation rate as part of constraints imposed on federal salary increases during the early 1980's.

Attributes of the Unit Positions

Some universities include unit staff in all decisions, especially in research and graduate-student affairs. On the other end of the spectrum are a few universities that insist on adjunct designations of unit staff—a title that may restrict the privileges for unit staff and may curtail their participation in various activities, including curriculum planning, serving on university standing committees, and having a voice above the host-department level in university staff meetings.

The multiple-agency connections of unit personnel provide access to various sources of support and information. The opportunity to have collegial working relations with others that are motivated for research purely for discovery is stimulating and leads to the sharing of information and enthusiasm that often motivates researchers toward renewed efforts. Unit employees can live and function in the intellectually stimulating university atmosphere, usually away from metropolitan centers. This combination is not offered by most other governmental positions, not even in most research centers. In recognition of the importance of the academic atmosphere, many new federal research facilities are being located on or adjacent to institutions of higher education.

Research

The unit biologist has an opportunity to conduct, guide, and otherwise influence fundamental and applied research by the host university. The Service research organization generally focuses on support of needed applied research to solve problems in resource management. Unit research is conducted to provide an essential bridge between fundamental and applied research for management-oriented cooperators.

Unit Business

Business in a cooperative unit involves complex accounting procedures, personnel regulations, budgeting, acquisition policies, and the need to prioritize research for three distinct entities. The most complex of these is the federal component. Because the unit staff are federal employees and because federal funds are expended in unit activities, unit business must be conducted in a manner that conforms to federal regulations. Units are usually