Center for Resource Recovery and Recycling (CR$^3$) Bylaws

I. Mission
The mission of the CR$^3$ is in accord with the National Science Foundation’s I/UCRC (Industry/University Cooperative Research Centers), which is to collaborate with industry. For CR$^3$, its mission is to:
- Establish generic basic recovery and recycling science;
- Develop technologies to identify and separate scrap materials from the waste stream;
- Build strategies and technologies to enable greater scrap utilization within materials processes; and
- Establish materials recovery and recycling curricula that in combination with university research experience will grow an engineering workforce equipped to address the challenge of achieving materials sustainability.

II. Vision
It is the overall goal of the CR$^3$ to be the premiere industry-university alliance dedicated to the sustainable stewardship of our earth’s resources. We will serve consortium members needs by establishing the needed knowledge base, and by educating future leaders of the industry. Technologies will be developed and transferred to industry with the goal of achieving materials sustainability from initial product design through manufacture to end-of-life disposition in a manner that yields both energy savings and profitability.

The primary sub-goals of CR$^3$ are:
- Directly support research needs of industry and government partners in a cost-effective manner with pooled, leveraged resources and maximized synergy;
- Enhance the educational experience for a set of top quality graduate and undergraduate students with industrial mentoring and;
- Advance knowledge and technologies in this emerging field and ensure commercial relevance of the research with rapid and effective technology transfer, lending high value to industry.

III. Philosophy and Operational Vision for CR3 as a Multi-Institutional Industry Center
CR$^3$ is an alliance between the industrial sector and university researchers to collaboratively address short term and long term needs of the recycling industry. It is the Center’s intent to enhance the position of those involved in the recycling industry by applying research to solve industrial needs. This research will be member driven and will provide enhancements to industry’s technology base, profitability, public image and education of its members.
CR$^3$ is comprised of multiple university sites that are loosely coupled logistically but operate together by a written agreement (titled MOU) as a single, multi-institutional research center – see attached. As new University partners are added into CR$^3$, each will be required to sign the MOU. Each university site must have a robust research program and expertise relevant to CR$^3$ members in order to strengthen the value proposition. Concomitantly, inter-site collaborations are an equally vital component for CR$^3$. These collaborations will be both formal and informal. For instance, the nature of the semi-annual CR$^3$ workshops involving all CR$^3$ members and review of all projects will help ensure that a true multi-institutional Center is realized with minimal overhead. Frequent interactions between faculty members, industry and graduate students at the different sites will occur via teleconferencing, meetings at professional conferences, trips to visit each other’s sites, student exchanges, etc. Within each site, each research project will be structured to attain the critical mass of personnel and other resources necessary to ensure success. It is also envisioned that a single project could be conducted by a team of students, and the team comprised by students from different affiliated universities.

**IV. Membership Overview**

Members who support the launch of CR$^3$ during the initial two years are termed Founding Members. The Founding Members will be the leading corporate entities. The Founding Members will play a leading role in establishing the Center and will lead this organization through its initial phases. The Center Director located at WPI along with his/her staff will manage CR$^3$. The researchers who are addressing the technical issues and managing the technical projects will be coordinated through CR$^3$.

Industrial membership shall be comprised of commercial recyclers, captive recyclers, industry equipment suppliers, manufacturers of industrial products using recycling technologies, and interested parties.

All members will be entitled to participate in all symposia and educational events. They will be eligible to receive all information as it is developed, receive newsletters and publications of the Center. All members will be eligible to participate in focus groups that are used as a venue and mechanism to assist and direct research projects. All members can be directly involved in the industrial internship program at CR$^3$ universities, in which students are working with the industry on specific projects funding their graduate work. All members will have royalty free use of intellectual property resulting from the research conducted by and for CR$^3$. (See Membership Agreement for details).

In order to facilitate the business of CR3, an Executive Committee of the IAB (EIAB) will be formed (see article XVII). In addition, a Project Selection Committee (PSC) is formed to assist the IAB in project solicitation (RFPs) from members, and to facilitate the voting by IAB members.
All members of the IAB will be eligible to serve on the EIAB and PSC. The EIAB will work to facilitate agendas and decision-making, keeping in mind that the IAB has to approve projects and funding. Membership on the EIAB and PSC will be on a rotational basis. No industrial Member may be represented on both the EIAB and PSC concurrently.

Termination of membership: For voluntary termination a minimum of 90 days written notice is needed to terminate membership. The notice should be sent to the Center Director. Involuntary termination of membership is a decision made by the full CR\(^3\) membership - IAB.

V. Support of Graduate Students and Thesis
As is typical at research-centric universities, CR\(^3\) projects will be maximally leveraged to support doctoral and master’s students and their thesis work. Although projects are defined, undertaken, and completed on a yearly basis, it is anticipated that a majority of projects in CR\(^3\) will contain sufficient breadth and depth so as to merit possible continuation for a second and perhaps third year with the addition of expanded tasks and deliverables. In this manner, a doctoral student serving on a project may leverage key scholarly research components of the project for his/her doctoral dissertation. The same is true for thesis-option MS students should the work span beyond the first year.

VI. Offices / Alliances
The Center shall be managed by the Metal Processing Institute located on the campus of WPI, in Worcester, Massachusetts. The CR\(^3\) EIAB may suggest other alliances as necessary to meet the objectives of the Center, which must be approved by the full IAB.

VII. Role of the Industrial Advisory Board (IAB)
All Industrial Members will serve on the Industrial Advisory Board (IAB) of the Center with primary responsibility for recommending projects to the PSC and reviewing status of on-going research projects. The IAB is comprised of one official liaison person from each industrial member or company.

Members of the IAB elect the IAB chair for a two-year term. On decisions requiring a vote, all members hold voting seats on the IAB (with one vote for each membership). A quorum for IAB vote is two-thirds of the voting IAB Members or their proxies. A simple majority outcome to a vote will carry an action, except for Bylaws changes, which require a two-thirds majority.

VIII. Role of the Center Director and Responsibilities
The role of the Center Director is to lead, organize, and manage activities between sites and serve as the contact point on issues that span the entire Center. The Center Director also serves as Site Director for the lead institution and as faculty member on one or more research projects.
The Center Director shall be responsible for the overall supervision and development of CR$^3$. The Center Director’s responsibilities shall also include: the recruitment of new industry members and academic research staff; interfacing when necessary with industry members to obtain their help and input on research projects; promoting an awareness of CR$^3$ activities throughout the industry; promoting the purpose of CR$^3$, objectives and philosophy of federal and state governmental agencies for the purpose of obtaining available grants and/or funding; develop a network base to insure the best facility is used for various projects that provide the maximum return to the members; and overall supervision of CR$^3$ research projects, staff and administration.

The Center Director shall, at his/her discretion, have the authority to appoint a Director-at-large for Industrial Liaison activities, which will serve CR$^3$ in any capacity that, might be required. These would include but not be limited to an advisory role, industrial liaison activities or the performance of a specific task or study.

**IX. Role of Each Site Director**
The role of each Site Director at the various partner Universities of CR$^3$ is to lead, organize, and manage activities within their respective university site and serve as the contact point on issues that span that entire university site. Each Site Director also serves as Associate Director of the overall Center and as a faculty member on one or more research projects at their respective site.

**X. Role of Each Participating Faculty Member**
The role of each participating faculty member is to lead, organize, and manage activities within their project and serve as the contact point on issues specific to that project at their respective University.

**XI. Role of Each Participating Graduate Student**
The role of each participating graduate student is to undertake and complete research tasks assigned by the faculty advisor of the project to which they are assigned, leverage their activities for success in publications, thesis, and dissertations required for graduation, collaborate and work effectively with other students on the same project, and interact with others at the same site and across sites with related interests and activities.

**XII. Role of the Center Evaluator**
The role of the Center Evaluator is to gather data by observation and survey of IAB members and faculty in order to provide objective feedback on Center processes and outcomes and thereby assisting in refinement of Center operations and ensuring that the needs of all members are met. The National Science Foundation must approve the Center Evaluator that has been recommended by the Center Director.
XIII. Meaning and Characteristics of a Full Membership
A Full Membership each year is one in which the annual fee ($30K in the initial years) has been contributed by the industry or government member in cash. Each Full Membership has associated with it the full rights and privileges of the Center, including but not limited to standard IP rights as defined by I/UCRC in the CR$^{3}$ standard membership agreement and voting rights in the IAB on center policies and projects.

XIV. Fee Structure
The annual industrial membership fee is due to CR$^{3}$ by January of each fiscal year. The EIAB on an annual basis will review the fee structure, budget, and expense. The fees will be used to pay for carrying out the research work and the support of the research staff and graduate students dedicated to the research. The annual fee will be recommended by the EIAB and must be approved by the general membership.

The annual fee for members is $40,000.00. The fees can be paid on a 50% basis semi-annually.

XV. Formal Schedule for Participation
Center workshops will be scheduled semi-annually, where on-going and completed research is reviewed (semi-annually) and new research projects are proposed and selected for recommended funding (annually) by vote of the IAB. The business of the IAB is also conducted at these workshops. Also focus group meetings of current research projects will be held. These semi-annual workshops are tentatively scheduled two times per year one in May and the other in October. Projects are typically funded to operate for periods that closely match the calendar year and the semester calendar at each university site. Outside of the normal meetings of the IAB at the workshops, the IAB Chair may at his or her discretion call for decisions by other means (e.g. via email or telecom).

The workshops are open to CR$^{3}$ members only. The Center Director, with the input and consent of the CR$^{3}$ EIAB and IAB, will decide on workshop locations a year in advance.

XVI. Attendance at the Semi-Annual Workshops
Attendance at the workshops will normally be limited to the following: Center and Site Directors; industry members and their technical representatives; university faculty, staff, and students participating in the Center; the Center evaluator; NSF program managers and staff; and guests invited by the Associate Directors with the approval of the Center Director. Guests will need to sign a Non-Disclosure Agreement (NDA) as the presentations by the research staff may have proprietary information.
XVII. **IAB Executive Committee (EIAB) Responsibilities**

The Center Director and a total of eight (8) Members will constitute the initial EIAB thus making a total of nine (9) members. The eight (8) members should represent commercial recycling companies, captive recycling companies and direct suppliers from the industry sectors. Each will serve a term of two years with a rotating schedule.

The EIAB shall meet a minimum of twice each year and have the following responsibilities:

a. To facilitate, oversee and review research programs.

b. To review all normal business activities such as, but not limited to, budget, annual dues, administration, policy changes, new members, strategic planning, etc.

c. To set dates for CR3 events and EIAB meetings.

d. To form other committees of CR3 as might be required to meet its mission and objectives.

e. To appoint a Project Selection Committee. (Per Section XVIII)

f. To recommend dues/fees level.

XVIII. **Project Selection Committee**

During the initial two years, the EIAB shall select six Founding Members, along with the Center Director, to serve as the Project Selection Committee (PSC). The PSC members elect the chair of the PSC.

Thereafter, the Project Selection Committee will be comprised:

- of three members, not serving on the EIAB distributed equally from various industry sectors.
- and of The Center Director along with the Associate Directors will serve in an ex-officio capacity.

Members shall serve on a rotational basis for a period of 2 years. PSC’s responsibility is to evaluate and prioritize member suggested research projects, and recommend launching of specific research projects that ultimately need IAB approval.

XIX. **Focus Groups**

In an effort to engage all members in the management of CR3, focus groups for each project are formed to execute the mission of CR3 as an industry-university alliance. Any employee from CR3 member companies can attend focus group meetings, however, only one person from each member company can vote on focus-group related issues. Each project will have a Focus Group Chair elected by the focus group. The CR3 Industrial Advisory Board and/or the supervising faculty member may offer suggested candidates for Chair based on knowledge of the initial project submission or other considerations. The roles of the focus group Chair are to:

1. Assist the supervising faculty and the research team in communicating project milestones and schedule, semi-annual meeting reports and interim project reports to CR3 members.
2. Seek input from all members and ensure there is agreement among the members.
3. Provide guidance to the research team about providing resources from the companies, e.g. sample materials, equipment.
4. Arrange and hold interim focus group meetings (in between the two semi-annual meetings) as necessary to overcome project resource roadblocks or provide project direction clarification.
5. Upon project completion, assist the supervising faculty and research team in communicating with the focus group members on the following:
   
   Final Report Executive Summary  
   Final Report  
   Strategy for disseminating application information to member companies, i.e. training on software, presentation for internal use etc.  
   Strategy and timing of public dissemination of the project’s results.

6. In concert with the research team, construct a 2 to 4 page implementation strategy consisting of a brief project summary, how to apply what was learned, and case studies, for widespread distribution to the industry when allowable.

**XX. Procedure and Voting Policy**

CR³ business, IAB, EIAB as well as PSC meetings shall be conducted in accordance with “Robert’s Rules of Order”, latest revision. Each industrial member of record and the Center Director shall have one vote in all matters.

A quorum shall be necessary for all business, IAB and EIAB meetings; quorum is defined as 2/3 of the total body, either present in person or represented by proxy.

A simple majority vote of the above-defined quorum shall be required for approval of all business matters. Alternate methods of voting can be allowed – i.e., mail, phone, e-mail, etc.

**XXI. Related Research Contracts and Grants**

As needs for proprietary research or unique applications may develop, a separate contract or grant may be negotiated between an industrial member and one or more of the university sites in CR³. Such contracts and grants are handled outside the Center membership agreement and would be expected to have confidentiality, patent, copyright, and financial agreements that are different from Center programs.
XXII. Equipment for Research Acquired at Each Site

Equipment donations from vendors are highly encouraged and will be supported by visibility with CR³ on the web site and in various other publications. Some Members may choose to donate or loan equipment to support the mission of the Center independent of their membership fee. In-kind contributions will not and cannot be considered in lieu of membership fees.

XXIII. Publication Review Policy

As detailed in the Membership Agreement, each University is free to use the results of its CR³ research for its own educational, research, and publication purposes. The term "publication" (and "manuscript" as set forth below) shall extend to any form of public release, including but not limited to posters and oral presentations.

In accordance with Section E of the Membership Agreement, each Company, through its IAB representative, shall have the opportunity to review a substantively complete draft of any manuscript containing results of Center funded research prior to its submission for publication and shall further have the right to request a reasonable time delay in publication submission as necessary to protect Intellectual Property. Approval of such delay by the IAB shall not be unreasonably withheld.

The formal manuscript review procedure is as follows: (a) copy of Center-funded manuscript is distributed to IAB for review prior to submission for publication and or presentation; (b) IAB Member has 60 days to review the manuscript/presentation and, if appropriate, to request a publication delay; if no request for delay is received within this period, the manuscript/presentation is approved; (c) to delay publication for up to 6 months, IAB Member must make a written request to the submitting University within the 60-day review period.

XXIV. Intellectual Property

Intellectual property ("IP") resulting from University research will be treated in accordance with Section F of the Membership Agreement. Per Section H of the Membership Agreement, the rights set forth in Section F of the Membership Agreement shall extend for a given invention only to those industry members who meet both the following criteria:

a. Memberships are current and valid at the time of the conception of the invention
b. Memberships are current and valid at the time of reduction to practice or the filing of a non-provisional patent application, whichever is earlier

To retain status as licensee to an invention, the licensee (whether or not a current Member at the time a particular cost is incurred) must pay its share of the documented and reasonable costs incurred by University for filing, prosecuting, and maintaining patents covering the invention. University is responsible for timely provision of such documentation to the licensees.
New members of the CR$^3$ shall not have retroactive access to IP created prior to the date of joining.

As set out in Sections E and F of the Membership Agreement, University has the obligation to pursue a patent if requested by IAB Member during the Manuscript Review or IP review processes. All Center Members will be provided the opportunity to share in the patent costs as described above, and the costs shall be distributed equally among those Members who so elect. Electing Members who meet the criteria described above shall enjoy the rights set forth in Section F.

The NERF license set out in Section F of the Membership Agreement shall be a nonexclusive, royalty-free, fully paid up, worldwide, perpetual license to make, have made, use, sell, offer for sale, and import the invention, with right to sublicense.

XXV. Other Types of Memberships
Other than Full Memberships funded entirely in cash, all other forms of membership in CR$^3$ will be proposed to and decided upon by the CR$^3$ EIAB on a case-by-case basis, thereby ensuring that the objectives of the Center are sufficiently furthered to warrant approval. In each case, one of the site directors will formally propose to the CR$^3$ EIAB a special membership; the EIAB will recommend to the IAB who has final approval authority.

XXVI. By-Law Amendments
Amendments recommended by the EIAB shall be made by a 2/3 majority vote of the full IAB membership on record at the time of the proposed amendment notice, provided each Member receives the proposed amendment in writing a minimum 30 days prior to the vote.

XXVII. Calling of Special Meetings
A group representing 25% of the Industry Members (IAB) may call for a meeting at any time, upon giving the balance of the membership at least thirty days prior written notice of the meeting, the location and the purpose of the meeting.