

Five Strategies for Elevating Research Communications Efforts

Communicating the Value of University Research: Part 3

March 28, 2018

University Research Forum

Today's Presenter



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Our Full Webconference Series

Communicating the Value of University Research

Four Ways to Invest in Research Communications Staff

Learn ways to more effectively organize communications staff, foster collaboration across campus, and develop templates and protocols to improve staff competencies.

Archived Online

How to Prepare Faculty to Talk About Their Research With External Stakeholders

Hear strategies to encourage faculty to engage in research communications, train them to speak to nonacademic audiences, and leverage strong communicators

Archived Online

Five Strategies for Elevating Research Communications Efforts

Learn strategies for developing and assessing communication campaigns, improving your social media presence, and creating more compelling communications materials and events.

→ **TODAY**
Wednesday, March 28
1:00 – 2:00pm ET

Build a Better Research Website

Learn strategies for organizing and designing your research website to better engage stakeholders, highlight strengths, and demonstrate impact.

→ **Thursday, April 26**
1:00 – 2:00pm ET
REGISTER NOW

1 Telling the Story of Research

2 Five Strategies for Elevating Research Communications Efforts

3 Questions?

Defining Contemporary Communication

	Traditionally, we include:	But today, we also need to include:
Audience 	Academia	Public at-large, corporate partners, philanthropic donors, and lawmakers
Metrics of Success 	Publications, grant dollars, citations	Social media followers, email click through rates, popular media exposure
Impact 	Discipline-specific	Economic and social impact, broader implications for humankind
Communication 	Academic and technical language	Plain English, concise and compelling language
Goals 	Engage peers, obtain federal funding for new discoveries	Engage broad set of stakeholders, obtain funding from diverse sources

Critical to University Research, Especially Now

Making the Case for Contemporary Communication

Four Key Reasons

Attract New Donors

- Need to communicate the value of faculty work to attract funding from non-traditional sources
- New donors care about impact instead of publications

Garner Public and Legislative Interest

- Create public support around work and the tax dollars that support it
- In some cases, must preemptively defend faculty work from less than trusting politicians

Secure NSF and NIH Funding

- With funding thresholds higher and higher, it's important to strengthen "broader impacts" section in proposals
- Crucial to justify needs to further public support of stagnating federal funding

Build Name Recognition

- Create awareness of your university in your city and nationally
- Helps retain top faculty and attract research partners and students



Breaking Through the Noise

Effective Communication Strategy Is Complex

A Ton of Noise in the Public Sphere...

330+

Research universities

6,000+

Research articles published every day

500M

Tweets per day

...And With Each Communication, a Series of Strategic Decisions:



Which **research project** should we feature in our communication?



How do we **frame** the message?



What are the best **channels** to communicate our message?



What is the **best time** to send our communication?



Who is our target **audience**?



How can we **measure** our communication's success?

Three Core Imperatives for CROs

1 Build Staff Capabilities and Coordination



- Coordinate with communicators across campus
- Invest in communications staff to effectively seek and develop research stories
- Foster relationships between communication staff and faculty

2 Cultivate Faculty Engagement



- Engage faculty in value of broad communications
- Train faculty to communicate value of research in plain English, focusing on potential community and societal impact
- Identify and leverage specific faculty for communication leadership

3 Optimize Communication Channels



- Build followers and engage the unengaged
- Invest in focused efforts to convey specific messages to specific audiences through the appropriate channel
- Improve research website and social media presence to become more compelling
- Systematically evaluate communication efforts to determine effectiveness

Telling the Story of Research

Tactics for Communicating the Value of University Research

1.

Building Staff Capabilities and Coordination

- 1) Campaign-Based Templates
- 2) Purpose-Driven Collaborations Forums
- 3) Beat Reporting
- 4) Faculty Feedback Protocols

2.

Cultivating Faculty Engagement

- 5) Faculty Media Spotlight
- 6) Immersive Training
- 7) Faculty Leader Fellowship

3.

Optimizing Communications Channels

- 8) Targeted Campaigns
- 9) Website Enhancement Audit
- 10) Social Media Improvement Guide
- 11) Compelling Content Library
- 12) Community-Connected Events
- 13) Strategic Scorecard

1

Telling the Story of Research

2

Five Strategies for Elevating Research
Communications Efforts

3

Questions?

A Two-Pronged Effort

Coupling Specific Campaigns With Channel Maintenance to Maximize Impact

1

Targeted Efforts

Goal: Get specific audiences to understand specific messages about research



Tactic #8:
Targeted Campaigns



Tactic #13:
Strategic Scorecard

2

Ongoing Presence

Goal: Engage the unengaged in overall value of research



Tactic #9:
Website
Enhancement Audit



Tactic #10:
Social Media
Improvement Guide



Tactic #11:
Compelling Content
Library



Tactic #12:
Community-Connected
Events

Developing a Focused Strategy

Reputational Analysis Revealed Need for Regional and Seattle Focus



Internal and External Reputational Analysis

- Qualitative research with 33 opinion leaders
- Quantitative online survey
- 7 focus groups in communities across state
- Student, prospective student/parent, and alumni polls
- Intel from *The Seattle Times*
- Evaluation of congressional priorities



Two Key Findings

- 1 Regional stakeholders were **interested** in certain WSU research focus areas
- 2 But stakeholders were **unaware** of WSU's research efforts and contributions in other areas, despite the impact on the regional economy and prior communications initiatives



Case in Brief: Washington State University

- Public Research University in Pullman, Washington
- Doctoral Universities: Highest Research Activity
- \$330M+ in research expenditures in FY2015
- Reputational analysis showed that WSU needed to increase its research reputation and develop partnerships in the region and the Seattle area
- Instituted a targeted campaign carefully choosing messaging, channels, and audience at each point to grow interest in five grand challenge initiatives

Determining the Who, What, and How

Targeted Campaign Process



Seattle Campaign

Overview



Focused on Seattle because of economic and population boom, lack of WSU research recognition in the area despite large alumni population, and hub for industry, philanthropic, and community partners



Coordinated campaign centered around promoting **five thematic research goals** (grand challenges) from the strategic plan



Developed targeted marketing initiative that selectively pushed events, videos, and newspaper op-eds related to research goals to **key industry contacts, Seattle alumni, and legislators** to capture maximum impact

Communications Channels



Targeted emails

- Used templated introductory paragraph for all audiences but customized one sentence by specific stakeholder
- Featured uniquely designed html links for three stories that pertain to the targets' interests or goals
- Included photos that link to the stories on the research website



Partnership with *The Seattle Times* offered regional targeted audience access and communications expertise



Innovators Lecture Series focused on regional issues and featured industry, government, and faculty leaders from Washington state

Downstream Value in Broader Media Engagement



Targeted Research Communications Grab Attention



WSU Reaches Key Regional Stakeholders via Targeted Messaging and Channels

- ✓ Initiative connects stakeholder-targeted messaging to key audiences
- ✓ Nimble strategy allows for course-correction
- ✓ Data-driven approach channels resources towards achieving major goals

Immediate Successes

Three Impact Snapshots



Boeing and the **Nature Conservancy** use footage from campaign in their own presentation at an industry conference, **promoting WSU's research to industry leaders**

The **Governor of Washington** writes a **thank you** letter to WSU researchers after reading an op-ed released through the campaign



Native content in *The Seattle Times* **goes viral with regional public** and increases **retweets and clicks across state congressional offices**

Implementing Targeted Campaigns

How and When to Use Targeted Campaigns to Maximize Impact

Worthwhile Ways to Use Targeted Campaigns



To execute goals or initiatives in strategic plan



To promote and/or justify an area of significant investment (e.g., new center/institute, cluster hire)



To address a potentially controversial topic and/or combat negative media coverage



To attract funding and support for a high-priority initiative (e.g., grand challenge)



To capitalize on a major discovery or achievement

Five Components of Successful Targeted Campaigns



Aligned with strategic goals - Ensure it supports, not competes with, institutional communications



Data-driven - Use opinion polls and data to inform campaign strategy



Multifaceted - Utilize multiple mediums that connect with key audiences



Adaptable - Adjust wording and/or messaging to match target audience



Newsworthy - Develop relationships with media partners to push out content

Determining the Right Course of Action

Critical Questions for Targeted Campaign Planning



1 What strategic goals do you want this initiative to **help achieve**?



2 Who are the **intended audiences** of this initiative, and how do they help you achieve your goals?



3 What do these audiences **already know and think** about the subject and our research on it, and what new information do we **want them to know**?



4 How do we frame our message based on our understanding of what these audiences **want and need**?



5 What are the **optimal channels** for reaching these audiences, and why?



6 How are we going to **execute** on this campaign – what are the specific messages we are going to send to specific audiences through specific channels at specific times?



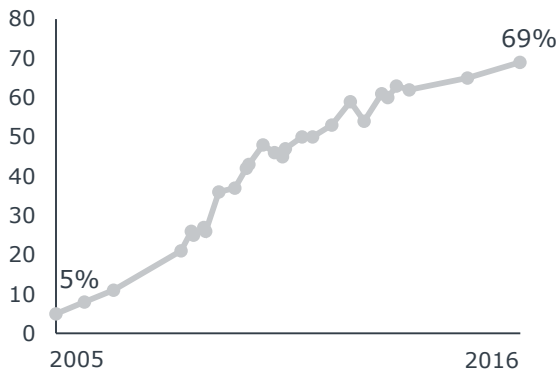
7 What are the best **metrics for evaluating** the effectiveness of our campaign?

Growing Audience, Growing Importance

Why We Need to Pay Attention to Social Media

Social Media Use Over Time

Percentage of U.S. adults who use at least one social media site



69%

Percent of adults over 18 who use at least one social media site

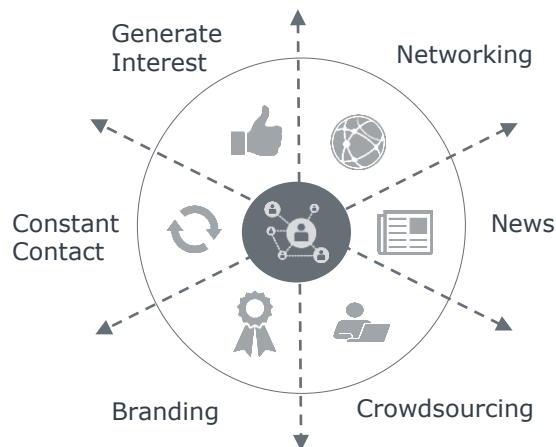
80%

Percent of adults 30-49 who use at least one social media site

64%

Percent of adults 50-64 who use at least one social media site

Multitude of Benefits

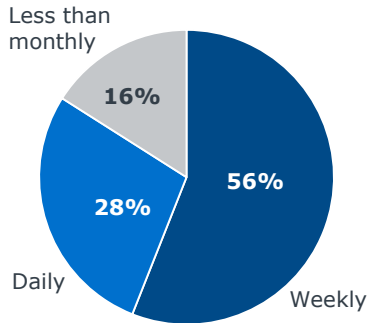


Making Our Mark on Social Media

Weekly Use, Twitter and Facebook Dominate

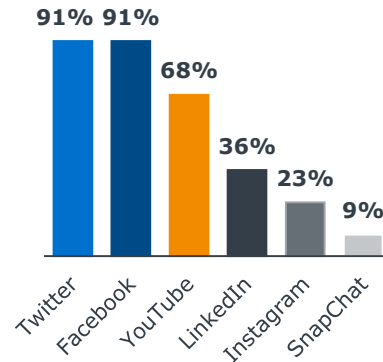
Social Media Usage for Research Communications

Frequency of use of social media to communicate about research



Top Social Media Platforms for Research Communications

Percent of respondents using each platform



But simply having a presence doesn't guarantee engagement...

There's a Big Wide World Out There

Using Social Media to Expand the Research Audience

	Twitter	Facebook
Users	• 328M monthly active users • 24% of internet users utilize • More popular among the highly educated, younger audience	• 2B monthly active users • 79% of internet users utilize • Still popular among young adults, but older adults are joining • Currently the most popular social media platform
Potential Uses	• Provide real-time updates • Promote events or projects • Prominent platform for science communications	• Create connections • Establish forum for discussion with a community • Use to drive traffic to events and activities
Posting Basics	• 140 characters • Can include image and link • Can add hashtags (#) • Can use @ to start a conversation and loop in other accounts	• Can choose from text, photos, videos, and infographics • Not limited in length
Metrics/Data	Available via Twitter Analytics • Likes, retweets, engagement rate, followers (including location, demographics, interests), and top tweets, mentions, and followers	Available via Facebook Insights • Likes, shares, comments, engaged users, and click-through metrics

Sources: EAB interviews and analysis; Duke University, Initiative for Science & Society "Sharing Science-Socially"; UC San Diego, available at <http://ucpa.ucsd.edu/resources/social/social-101/>, http://ucpa.ucsd.edu/images/uploads/Social_Media_Cheat_Sheet_4_10_15.pdf; AAAS, available at <https://www.aaas.org/pes/strategies-social-networking-sites>; Statista, available at <https://www.statista.com/statistics/264810/number-of-monthly-active-facebook-users-worldwide/>, <https://www.statista.com/statistics/282087/number-of-monthly-active-twitter-users/>.

Your Social Network Conversation

Communicating Research Through **Twitter**

Lesson #1: Research and institutional accounts should play nicely together. Use @ to loop each other into the conversation and establish a reciprocity of retweets.



Lesson #2: Create a unique research hashtag like OSU did with #OSUResearchMatters. This enhances your brand and creates a library of research-related tweets for your institution.

Lesson #3: Use topical hashtags to describe research. This contributes to the larger dialogue about the subject and increases "searchability."



Lesson #4: Build social media relationships with colleges and schools by using @ to give them credit in research posts. Also, save time and energy by retweeting their research-related content.

Your Social Network Hub

Communicating Research Through Facebook



Key Recommendations

A B C Keep text-based posts to a minimum (even though there isn't a character limit)

 Create and invite users to research events – the Events feature distinguishes Facebook from other platforms

 Use Facebook as a hub for all social media activity

- Link to your Twitter account
- Upload videos from YouTube
- Post photos from Instagram
- Direct traffic to your research website

Coupling Pop Culture With Research Expertise

Increasing Engagement Through Social Media



231% ↑
Percent increase in
website page views

135K ↑
Number of Twitter impressions
(increased from 9,885 in previous month)

3 Number of local news stations
that picked up the stories

1 Number of articles re-written (and
infographic picked up) by R&D magazine



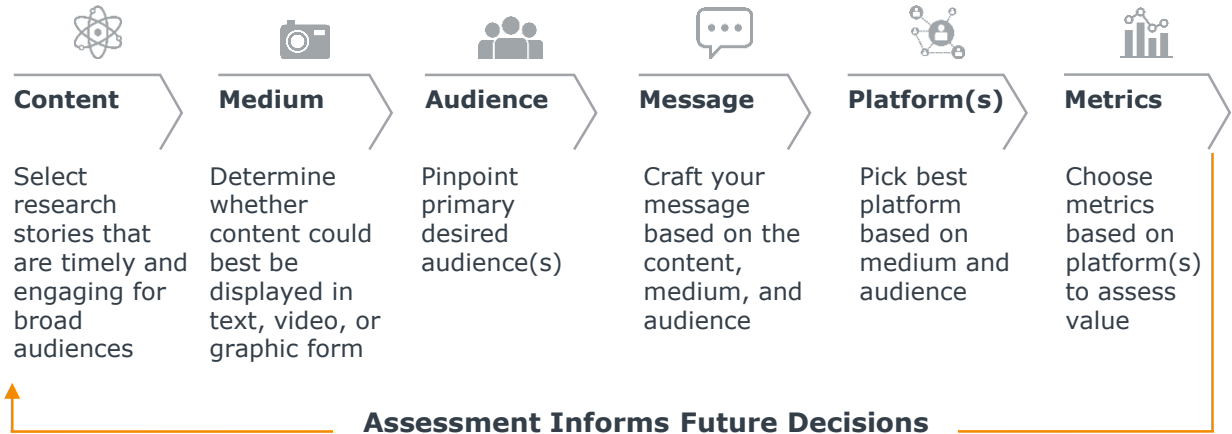
Case in Brief: University of Arizona

- Public Research University in Tucson, Arizona
- Doctoral Universities: Highest Research Activity
- \$600M+ in research expenditures in FY2015
- Sought to utilize digital communications to maximize impact, better engage with stakeholder groups, and elevate overall attention to their research
- “Star Wars Science” featured four stories in which Arizona researchers applied real-world science to the highly popular sci-fi Star Wars movie series
- Timed to precede a new film release, utilized #StarWarsScience, and promoted through Twitter, Facebook, YouTube, and LinkedIn Slide Share



Using Social Media Strategically

Key Ways to Maximize Impact for Research Communications



Social Media Tips

- ✓ Accounts on different platforms use the same name
- ✓ Focus on engagement, not quantity of posts
- ✓ Repost or retweet when running low on new content
- ✓ Connect posts to popular media at key times
- ✓ Collaborate with other institutional accounts (especially central communications)
- ✓ Track altmetrics (e.g. likes, shares, retweets)

Effectively Addressing the “So What”

Engaging Critical Stakeholders on the Impact of our Work

Key Stakeholders...



Boards



Legislators



General Public

Don't have time or interest to sift through long research articles or reports



Don't understand academic research and jargon



Care about impact on local and regional community



...Need Compelling Content



1 Short, concise, and engaging

2 Simple and straightforward in laymen's terms

3 Demonstrates impact on the community and region



Communications that are long, technical, and abstract fail to impress the audience and lead to disengagement and misunderstanding



Communications that are clear, concise, and impact-focused better engage stakeholders and articulate value

Making Research Powerful and Pithy

LSU Uses Fact Sheets to Communicate With Legislators and Community

Fact Sheet Creation Process



LSU

Case in Brief: Louisiana State University

- Public Research University in Baton Rouge, Louisiana
- Doctoral Universities: Highest Research Activity
- \$280M+ in research expenditures in FY2015
- Interim Vice Chancellor for Strategic Communications wanted to create fact sheets that could be given to legislators to show how LSU was planning to solve key problems

Talking in Football Fields

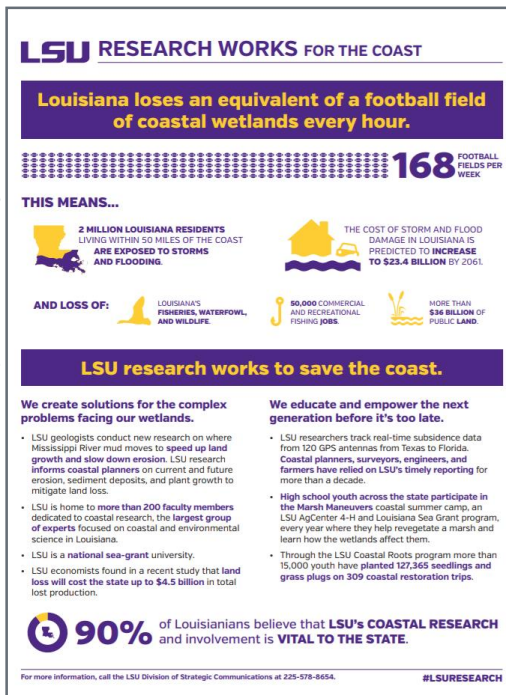
Creative Design Makes Research Accessible and Meaningful to Audience

Uses relatable metrics (football fields) to show impact

Explains degree of problem and what it means for local community

Overview of how LSU research is tackling the problem

A companion [video](#) was presented on the jumbotron at the first LSU football game of the season, which has an average audience of over 100,000 people, and promoted to over 240,000 followers on LSU social media channels



LSU

All fact sheets are available for download on the LSU Research Works [website](#), which got 1,500+ unique views per month when LSU launched and promoted the campaign

Specific statistic stating the degree of public engagement, which is particularly important for a lawmaker audience

Addressing a Communication Mismatch

Replacing Lengthy Faculty Presentations With Short Research Videos



[Eukaryotic Pathogens
Innovation Center](#)



[Research Rock Stars](#)



[Low Dose Radiation](#)



Reduced faculty burden



Significantly increased
Board support for research



Thousands of views
on Facebook

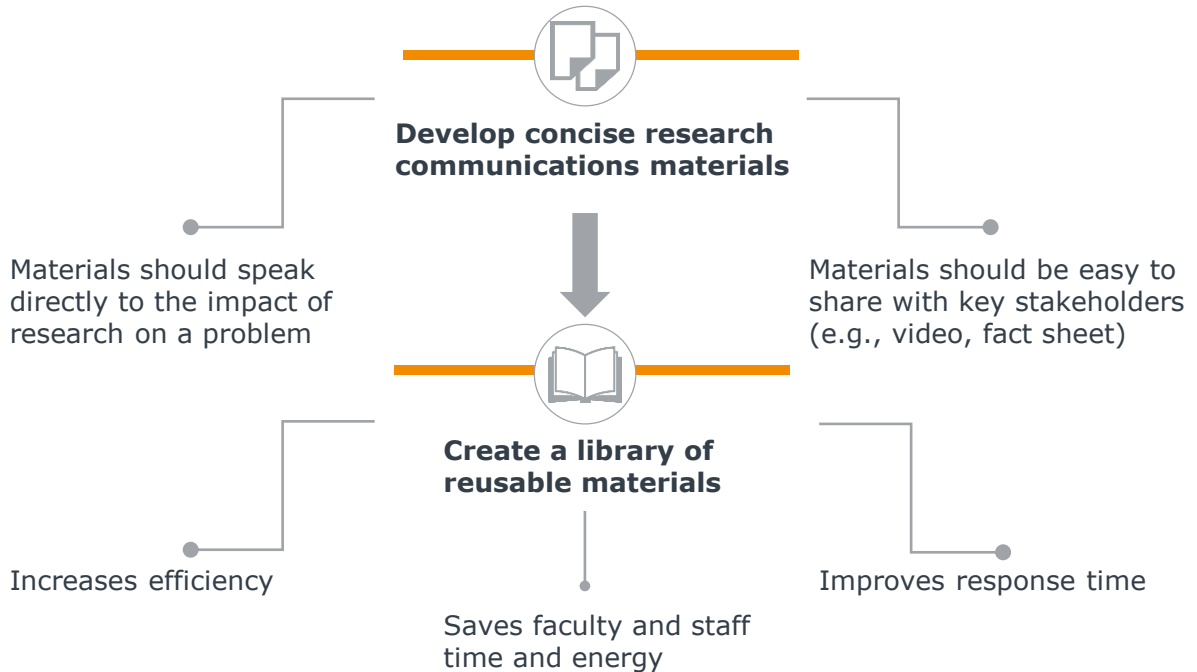
Case in Brief: Clemson University

- Public Research University in Clemson, South Carolina
- Doctoral Universities: Highest Research Activity
- \$170M+ in research expenditures in FY2015
- VPR recognized the ineffectiveness of having faculty deliver lengthy speeches about their research to the Board.
- Director of Research Communications and the university's video production team interviewed professors about research and developed short, creative videos describing faculty research in clear, impact-minded ways. These videos replaced in-person lectures to the Board.



Creating a Compelling Content Library

Reusable Materials Save Time and Energy



Only Engaging the Already Engaged

Institutions Struggle to Convert the Disinterested

What's not working?

Institutions frequently host events to engage the local community in university research, but these efforts often fail to attract and appeal to new audiences

Common Weaknesses of Research Events



Research events are not tailored to community interests

Research events attract the already academically-oriented and scientifically-interested



Research events are lecture-based rather than interactive

Research events are typically hosted on campus in an academic setting



Building Bridges Through Community Events

Utilizing the Arts as a Vehicle



The
University
Of
Sheffield.

1 “Sounds of the Cosmos”



Using **music** to engage the public with **astrophysics**

2 Krebs Cycle Art Installation



Using **art** to engage the public with **biology**

Case in Brief: University of Sheffield

- Public Research University in Sheffield, England
- In the United Kingdom, public engagement is embedded within research grants. This means researchers are required to have a public engagement strategy for their research and in their grant applications. As a result, UK institutions have excelled at public engagement efforts and events.
- The University of Sheffield has hosted many successful research events that have engaged the public, including the Festival of the Mind (50,000 visitors attended 75+ events across 16 venues in 2016).
- Several of Sheffield’s individual events illustrate how institutions can successfully attract and engage the public in scientific research, specifically by linking science to other disciplines.



Linking Science Research to Other Disciplines

Sheffield Event Couples Science With Arts, Piques Community Interest

"Sounds of the Cosmos"

Who: Paul Crowther, astrophysicist

What: Hosted public event featuring live orchestral performance of Gustav Holt's "Planets" interspersed with short astronomy talks and a "navigation" through real images of space (see [video recording](#))

Where: Octagon Centre, University of Sheffield

Why: Crowther discovered the largest star in the universe

How: Collaborated with Stewart Campbell (Department of Music), Sheffield Rep. Orchestra (conductor George Morton), and local design agency

Outcomes



98%

Percent of attendees who rated the event as "very good" or "excellent" on post-performance survey



97%

Percent of attendees who indicated they learned "a bit" or "a lot" on post-performance survey

~1,000 Number of attendees that paid to attend each performance

”

"The combination of music and astronomy – together they combined to make an event that was so much more than either of them alone – the event attracted the very young, and held their attention, as well as the more mature..."

Survey Respondent

Making “Science Cafes” Appeal to Non-Scientists



Catering Format and Location to Audience Interests



Advertised Locally

“Science Cafes” are advertised in the newspaper, via social media, and on Eventbrite so anyone in the Baton Rouge area can find the information



Accessible

There is no cost to attend and no tickets are required, although people are encouraged to RSVP via Eventbrite



Targets Broad Audience

LSU emphasizes that the events are open to people outside the university and of all ages



Community Location

Held at a popular music venue located just off-campus (the Varsity Theater) that offers food and drinks



Incentives

They provide appetizers for attendees and encourage them to network before and after the presentations

Case in Brief: Louisiana State University

- Public Research University in Baton Rouge, Louisiana
- Doctoral Universities: Highest Research Activity
- \$280M+ in research expenditures in FY2015
- To engage the local community in science research, the LSU Office of Research and Economic Development started sponsoring “Science Cafes” on the last Tuesday of every month four years ago



Minimize Lecturing, Maximize Interactivity

LSU Offers Opportunities for Audiences to Engage in the Conversation



Concise Presentations

<10

Presenters are limited to 10 PowerPoint slides, forcing faculty to communicate their research concisely



15 minute presentation followed by 45 minute Q&A

Compelling Content

Previous "Science Cafe" Topics



"Saving Your Home from Hurricanes"



"Pay to Play: Race and the Perils of the College Sports Industry"



"How to Study Penguins in Antarctica"



"Celebrating Louisiana: One Dialect at a Time"

Consistent and Broad Engagement

100

Average monthly attendees, regardless of the topic



Many attendees are not affiliated with the university (e.g., families, retirees)



Attendees frequently stay after presentations to talk with speakers and socialize

Maximizing the Impact of Research Events

Successful Community-Connected Events

Content

- Create “bridges” between STEM research and other disciplines (e.g., music, art)
- Minimize jargon

Location

- Host events in the community rather than requiring your audience to come to campus
- Consider where your specific audience spends time and where your event will capture foot traffic
- Use non-traditional spaces (e.g. warehouses, music venues) that may attract new audiences

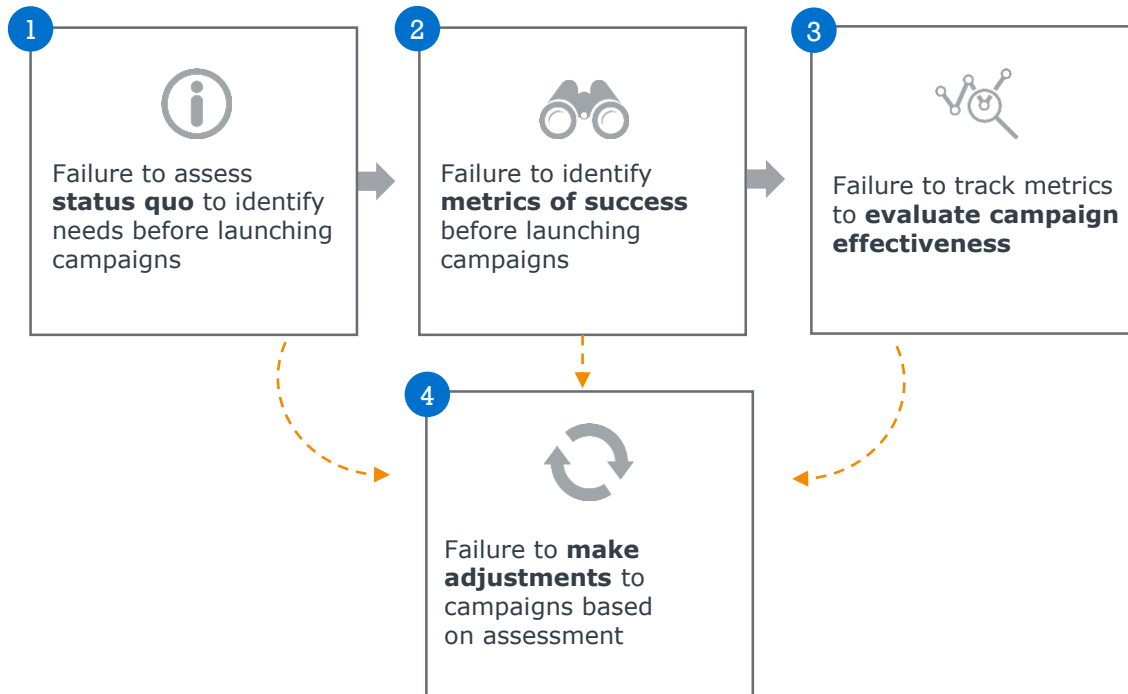
Style

- Make events interactive and/or visually engaging
- Avoid lecture-based, academic presentations

How Effective Is Research Communications?

Far Too Often, We Just Don't Know

Common Failure Points



A Research-Informed and -Focused Campaign

Publicizing Research to Improve Public Perceptions

“

“It is more important than ever to demonstrate the value of the University of Minnesota as the state’s engine. Communicating with the public about the work of the University is fulfilling the University’s outreach mission.”

*Driven to Discover Marketing Initiative
Key Messages – Q&A*

”



Case in Brief: University of Minnesota System



- Public Research University with 5 campuses in the Twin Cities, Duluth, Crookston, Morris, and Rochester, Minnesota
- \$880M+ in research expenditures at the Twin Cities campus FY2015
- Flagship campus conducted market research to gauge public perception. By 2005, the research showed they were not clearly communicating its value and impact to the community.
- Developed and launched the [Driven to Discover](#) (D2D) campaign in 2006 to improve public awareness and show the community the value of having and supporting a public research university. Much of the campaign was focused on UMN research.
- The campaign was multifaceted and included social media posts, print materials, and media ads. Many of these featured faculty researchers speaking about their work and its impact.

Linking Objectives, Actions, and Metrics



A Framework for Evaluating Communications Campaign Effectiveness

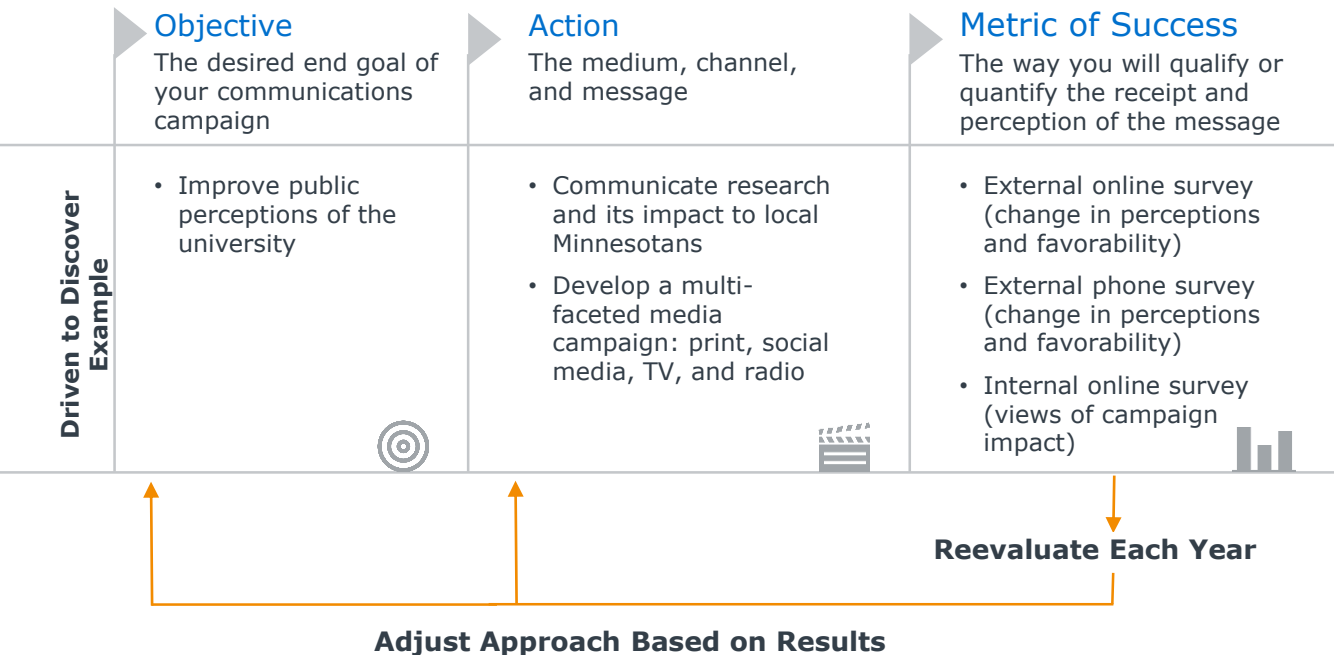


UNIVERSITY OF MINNESOTA
Driven to Discover™

1

2

3



Assessment, Three Ways



UMN Uses Multiple Methods and Metrics to Determine Impact



External Phone Survey

N= 300
(2016)

- Conducted annually since 1998 (pre-D2D campaign)
- Measured overall public perception and indirect impact of campaign as a whole



Public perception of the University improved every year the campaign was funded

69.3%

Percent of respondents who were favorable toward the University in 2016 (up from 66% in 2015)

External Online Survey

N= 841
(2016)

- Conducted in 2016
- Measured direct impact of D2D campaign messages on perceptions
- Included baseline questions, a short TV or digital add from the D2D campaign with real-time reactions, and follow-up questions

51%

Percent of respondents who indicated they were initially very unfavorable toward the University, but indicated they were somewhat or very favorable toward the University after viewing the campaign adds

Internal Online Survey

N= 16
(2017)

- Conducted in 2017
- Measured internal participants' (researchers, deans) perceptions of the D2D campaign's value and effectiveness

83%

Percent of respondents indicating there was more awareness of their or their college's work as a result of being featured in the D2D campaign

92%

Percent of respondents indicating being part of the D2D campaign helped support their efforts (e.g. fundraising, recruitment)

Making the Most of Your Membership

Research Communications Services and Resources

Services



Facilitated Onsite Presentations

Our experts visit campuses to lead sessions highlighting key insights for senior leaders and helping internal teams select the most relevant practices and next steps



Research Strategic Plan Review

Receive a personalized evaluation of your strategic plan along with feedback and recommendations



Schedule an Expert Phone Consultation

Let us be your thought partner in strategizing about your research communications approach



Ask EAB

Send us your institution-specific questions. Our team will provide you with relevant practices, resources, and next steps

Resources



Communications Self-Assessment

Use this self-test to assess the current status of research communications on your campus



Effective Media Conversations Planning Worksheet

This tool will help communications staff guide conversations with faculty who are preparing to speak with the media



Research Website Self-Audit

Complete this checklist to evaluate how your research website measures up in terms of the 14 most valuable website features



Research Fact Sheet Template

Use this template to develop your own fact sheets that articulate the value of research in a compelling way to key stakeholders



Social Media for Research Communications

A guide for increasing public engagement through social media communications

1

Telling the Story of Research

2

Five Strategies for Elevating Research Communications Efforts

3

Questions?

Questions?



To ask the presenter a question, please type into the question panel and press send



The screenshot shows the GoToWebinar application window. The 'Audio' panel is active, displaying 'Audio Mode' with 'Use Telephone' selected. It also shows dial-in information: 'Dial: +1 800 555 1212', 'Access Code: 227-984-025', and 'Audio PIN: 70'. Below this, it says 'If you're already on the call, press #70# now. (and additional numbers ..)'. The 'Questions' panel is below the audio panel, featuring a large text input area with the placeholder '[Enter a question for staff]' and a 'Send' button at the bottom right. At the very bottom of the window, there is a footer section with the text 'How to Schedule a webinar?' and 'Webinar ID: 202-981-385', followed by the 'GoToWebinar™' logo.

**Or send us feedback
and questions
directly:**

Brooke Thayer

bthayer@eab.com

Next Meeting Series Around the Corner

Our 2018 Agenda

Research Enterprise Strategy in the Trump Era

- Federal policy trends and their implications for research growth strategy
- Assessing and competing for best-bet federal funding opportunities

Confronting the Future of Facilities and Administration (F&A) Funding

- Articulating the value of F&A internally and externally
- Effective policies and procedures to maximize F&A recovery

Helping Faculty Achieve Their Full Research Potential

- Supporting faculty to increase extramural funding
- Best-in-class grant writing boot camps, internal review panels, and mentorship programs
- Holistic career development to retain faculty and keep them engaged in the research enterprise

Small-group breakout workshops

An opportunity to get more customized support to help you:

- Build and maintain partnerships with corporations
- Communicate the value of university research
- Tackle the mounting burden of research administration

Register Now!

National Meetings:

Executive Sessions:

*June 20, 2018
Washington, DC*

*August 10, 2018
Chicago, IL*

*October 16, 2018
Dana Point, CA*

Team Session:

*September 13, 2018
Washington, DC*

Questions?



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**Or send us feedback
and questions
directly:**

Brooke Thayer

bthayer@eab.com

Please Fill Out the Survey



Please take a minute to provide your thoughts on today's presentation at the end of the webinar when you log out.

Thank You!

Please note that the survey does not apply to webconferences viewed on demand.