Five Communication Tools to Educate Stakeholders on Facilities and Administrative (F&A) Funding

University Research Forum

EAB

Who Should Read

Chief research officers (CROs) and their teams

Directors of research communications

Deans and department chairs

Faculty researchers

Five Communication Tools to Educate Stakeholders on Facilities and Administrative (F&A) Funding

Five Ways to Use This Toolkit

- Craft stakeholder-targeted messages that resonate with federal legislators, state legislators, faculty, and the public
- Create an F&A one-pager to share with multiple stakeholder groups
- Develop an introductory presentation for internal stakeholders (e.g., Board of Trustees, Executive Committee) that includes your institution's F&A rate and data
- Learn what information to prioritize when developing F&A presentations, infographics, and/or videos
- Consult examples of effective collateral when developing your own communication materials

University Research Forum

Project Director

Jon Barnhart
jbarnhart@eab.com

Contributing Consultants

Brooke Thayer
bthayer@eab.com

Design Consultant

Chanel James

Managing Director

John Workman, PhD

Table of Contents

Electronically access this tool: **eab.com/FACommunications**

How to Use This Tool

While the research community staved off the threat of a proposed 10 percent cap on facilities and administrative (F&A) funding in 2017, chief research officers (CROs) were forced to confront persistent shortcomings in their F&A communication strategies. Historically, research advocates have relied on "one-size-fits-all" communication about F&A and reiterated the same message without considering their target audience. Most CROs prioritized educating external audiences like federal legislators but neglected internal stakeholders. As a result, faculty, deans, and/or department chairs continue to misunderstand F&A and perpetuate false beliefs on and off campus. Institutions also have not been transparent in their F&A communications. While CROs have valid concerns about "opening up the books," the research community needs to embrace a higher degree of transparency to convince stakeholders of the importance (and necessity) of F&A.

CROs and their teams should combine broad, general F&A messaging with targeted messages that align with stakeholders' priorities and interests, including federal lawmakers, state lawmakers, faculty and staff, and the public at large. To support these efforts, the five tools in this resource provide examples and recommendations for better communicating about F&A with stakeholder groups. The table below outlines each tool and what it helps CROs and their teams accomplish. Tool 1 serves as the foundation for Tools 2-5. All institutions should utilize Tools 1-3 to inform their F&A communication strategy, while Tools 4-5 are optional resources for institutions that want to further build their library of communication materials.

The intended users are research communications staff and CROs, although several tools are also relevant for centralized communications staff, federal relations staff, deans and/or department chairs, and faculty.

Outline of Communication Tools

Tool	Description	Mandatory/Optional
Tool 1: Stakeholder-Targeted Messaging Matrix	Offers a prioritization cheat sheet and thematic talking points designed to resonate with key internal and external stakeholders.	Recommended for All
Tool 2: One-Pager Development Guide	Provides recommendations and considerations for creating a multipurpose one-pager, along with sample one-pagers and a plug-and-play template.	Recommended for All
Tool 3: Internal Presentation Templates	Equips institutions with recommended teaching points for internal stakeholders as well as a customizable slide deck for internal presentations to institutional leaders.	Recommended for All
Tool 4: Infographic Design Plan	Pinpoints key components of F&A infographics and offers four steps for developing and deploying your own infographic.	Optional
Tool 5: Video Production Guide	Outlines characteristics of effective F&A videos and profiles three samples.	Optional

Source: EAB interviews and analysis.

Tool 1

Stakeholder-Targeted Messaging Matrix

Goal

Use this matrix to determine the most appropriate F&A topics and talking points for conversations with key stakeholders.

Intended User

Chief research officers (CROs) and their teams, research communications staff, deans and department chairs, federal relations staff

Overview

This tool helps users prioritize F&A information to share with specific stakeholders and provides them with key themes and/or talking points to emphasize. The goal is for users to develop stakeholder-targeted F&A messages that are customized to align with their audience's unique needs, interests, and/or priorities.

Electronically access this tool: **eab.com/FACommunications**

Source: EAB interviews and analysis.

Tool 1: Stakeholder-Targeted Messaging Matrix

CROs and their teams should tailor F&A messages to align with the interests and priorities of their target audience. The following pages provide recommended topics and talking points for conversations with six stakeholder groups.

Prioritization of F&A Topics for Stakeholder Groups

	Federal Audience	State Audience	Non-Federal Funder	General Public	Faculty	Staff & Admin
History & Rationale	High Priority	Moderate Priority	Low Priority	High Priority	Low Priority	Moderate Priority
Negotiation & Rate-Setting Process	Moderate Priority	Moderate Priority	Low Priority	High Priority	Moderate Priority	Moderate Priority
Cost-Sharing Mechanisms	High Priority	Moderate Priority	Moderate Priority	Moderate Priority	High Priority	High Priority
Rates & Recovery	High Priority	Low Priority	Moderate Priority	Low Priority	High Priority	High Priority
Institutional Policies & Procedures	Low Priority	Low Priority	Top Priority	Low Priority	High Priority	Top Priority
Campus Utilization	High Priority	High Priority	Low Priority	Moderate Priority	Top Priority	High Priority
Policy & Real World Impact	Top Priority	Top Priority	High Priority	Top Priority	Low Priority	Low Priority

Low Priority | Moderate Priority | High Priority | Top Priority

Source: EAB interviews and analysis.

Tool 1: Stakeholder-Targeted Messaging Matrix (cont.)

Audience	Select Talking Points	Implementation Guidance
Federal Audience	• Longstanding partnership between federal government and universities makes the U.S. research enterprise the envy of the world • Federal government controls the negotiation and rate-setting process—it is rigorous and includes safeguards • Universities contribute their fair share to the research enterprise since negotiated rates are less than actual costs and administrative costs are already capped at 26 percent • F&A returns cover costs already incurred by the institution (and that the institution would not have incurred if it did not conduct research on behalf of the sponsor) • Reducing and/or eliminating F&A could have detrimental effects for the country (e.g., reputational damage, global competitiveness, national security, health and safety, employment and educational attainment)	• Reiterate that the federal government instituted the current structure and rules • Connect F&A to real world legislative interests and priorities • Communicate large-scale impact, as opposed to individual- or institution-level impact • Explain charging policies for different types of sponsors (as needed) • Minimize jargon and technical details
State Audience	• F&A rates are negotiated with the federal government through a complex process that includes numerous safeguards and restrictions • Universities contribute their fair share to the research enterprise since negotiated rates are less than actual costs and administrative costs are already capped at 26 percent • F&A returns cover costs already incurred by the institution (and that the institution would not have incurred if it did not conduct research on behalf of the sponsor) • Reducing and/or eliminating F&A could have detrimental effects for the state (e.g., employment and economic development, educational attainment, job market, health and safety)	• State legislators often have less experience with F&A than federal legislators, so be prepared to provide history and context • Minimize "reimbursement" terminology since it can prompt some state legislators to misunderstand F&A returns • Avoid getting bogged down in discussions about the effective rate • Communicate local and community impact, as opposed to individual- or institution-level impact • Minimize jargon and technical details
Non-Federal Funder	• Universities are in a tough position because the 26 percent administrative cap applies only to them (doesn't apply to industry) and the rates they negotiate with the federal government are lower than their actual costs • Industry doesn't have the same restrictions on "overhead" as universities • Federal government prevents universities from giving for-profit companies a better rate than the federally negotiated rate • For industry: Reducing F&A could have detrimental downstream effects on the local economy and workforce • For nonprofit entities: Reducing and/or eliminating F&A could have detrimental downstream effects on issues they care about, such as educational access, community health and safety, and the local economy	• Explain how F&A at universities differs from overhead at companies • Develop and leverage formalized F&A policies for industry and nonprofit sponsors • Come prepared to negotiate with industry (e.g., propose alternatives to lowering the F&A rate) • Be skeptical of industry claims that other universities are offering better rates—remind them why they should fund research at your institution in particular • Only accept reduced and/or waived F&A from a nonprofit if it provides written documentation of a formal policy that is applied uniformly to all institutions

Source: EAB interviews and analysis.

Tool 1: Stakeholder-Targeted Messaging Matrix (cont.)

Audience	Select Talking Points	Implementation Guidance
General Public	• The longstanding academic-government partnership has been critical for the success of the U.S. research enterprise and a major contributor to national innovations • Along with the federal government, universities contribute their own funds to support the research enterprise • Academic research has positive direct and indirect effects on local communities, the economy, and the globe • Reducing and/or eliminating F&A could have detrimental downstream effects (e.g., employment and economic development, educational attainment, job market, talent pipeline, health and safety, national competitiveness)	• Minimize jargon and technical details • Avoid information overload—start by sharing only the most critical introductory information • Communicate local and community impact • Provide relatable, real-world examples of innovations and discoveries funded by the federal government • Leverage stories and personal anecdotes
Faculty	• F&A rates are negotiated with the federal government through a complex process that includes numerous restrictions—institutions do not control the rules • F&A rates vary across institutions depending on geography, institution type, size, and facilities • F&A returns are strategically reinvested in the research enterprise to support faculty and advance the institution's research portfolio • Universities don't recover 100 percent of F&A and therefore are subsidizing the research enterprise • Reducing and/or eliminating F&A could have detrimental downstream effects on the ability of the university and individual PIs[1] to conduct research	• Leverage peer comparisons (e.g., rates, policies) • Communicate impact on institutions and individual PIs (e.g., fewer resources and support services, closing of labs, less support for graduate assistants) • Explain institutional policies and procedures (as needed) • Be prepared for pushback and detailed questions, specifically about campus utilization • Be as transparent as possible • Provide opportunities for faculty to ask specific or sensitive questions one-on-one
Staff & Admin	• The longstanding academic-government partnership has been critical for the success of the U.S. research enterprise and a major contributor to national innovations • F&A rates are negotiated with the federal government through a complex process that includes numerous restrictions—institutions do not control the rules • F&A rates vary across institutions depending on geography, institution type, size, and facilities • Universities don't recover 100 percent of F&A (in part due to the 26 percent cap on administrative costs and negotiated rates that are less than their actual costs) so they are subsidizing research • Reducing and/or eliminating F&A could have detrimental downstream effects on the university	• Leverage peer comparisons (e.g., rates, policies) • Communicate impact on institutions (e.g., reduced competitiveness, declining rankings, reputational damage, recruitment challenges) • Explain institutional policies and procedures • Be as transparent as possible

1) Principal Investigator

Source: EAB interviews and analysis.

Tool 2

One-Pager Development Guide

Goal

Use this guide to create a concise one-pager to educate a broad group of stakeholders about F&A at your institution.

Intended User

Research communications staff, central communications staff, federal relations staff

Overview

This tool provides three sample one-pagers and a list of items to consider incorporating on a one-pager. It also includes a plug-and-play template that communicators can use to create a customized one-pager for their institution.

Electronically access this tool: **eab.com/FACommunications**

Source: EAB interviews and analysis.

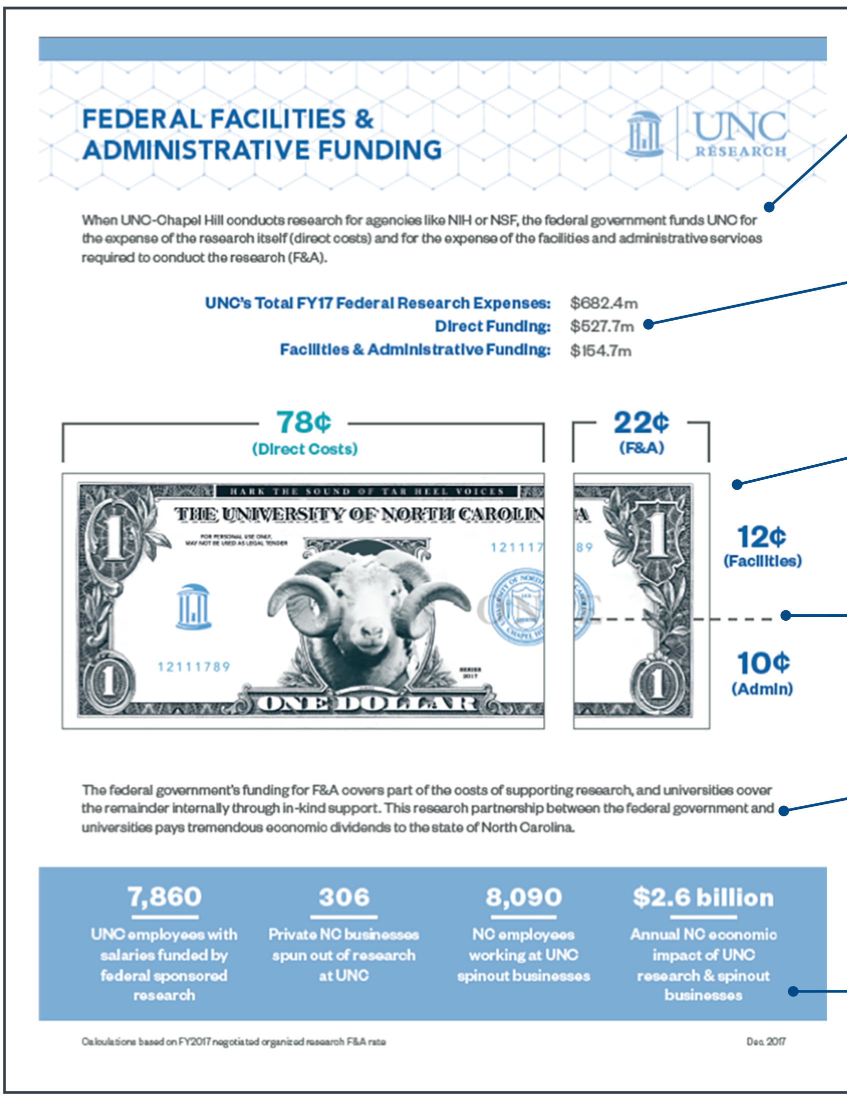
Tool 2: One-Pager Development Guide

To educate a broad audience on F&A, CROs and their teams should develop an easily shareable one-page document that provides all stakeholders with a basic introduction to F&A at their university. CROs and their teams can use the one-pager as a guide for F&A conversations and customize the one-pager depending on the relevant stakeholder's level of interest and understanding.

Sample One-Pagers

The following pages showcase one-pagers created by three institutions to share different types of F&A information with stakeholders. The boxes on the right highlight structural elements and design decisions for Research leaders and teams to consider when developing their own one-pagers.

University of North Carolina at Chapel Hill (Front)



FEDERAL FACILITIES & ADMINISTRATIVE FUNDING

UNC RESEARCH

When UNC-Chapel Hill conducts research for agencies like NIH or NSF, the federal government funds UNC for the expense of the research itself (direct costs) and for the expense of the facilities and administrative services required to conduct the research (F&A).

UNC's Total FY17 Federal Research Expenses:	$682.4m
Direct Funding:	$527.7m
Facilities & Administrative Funding:	$154.7m

78¢ (Direct Costs)

22¢ (F&A)

12¢ (Facilities)

10¢ (Admin)

The federal government's funding for F&A covers part of the costs of supporting research, and universities cover the remainder internally through in-kind support. This research partnership between the federal government and universities pays tremendous economic dividends to the state of North Carolina.

7,860 — UNC employees with salaries funded by federal sponsored research

306 — Private NC businesses spun out of research at UNC

8,090 — NC employees working at UNC spinout businesses

$2.6 billion — Annual NC economic impact of UNC research & spinout businesses

Calculations based on FY2017 negotiated organized research F&A rate

Dec 2017

Definition
Distinguishes between the costs of research itself and the cost of facilities and administrative services required to conduct research

Funding Snapshot
Shows how F&A contributes to the institution's overall federal research expenditures

Visual Representation
Visually dissecting a dollar into categories of research costs makes an abstract concept more concrete and digestible

Branded Design
Uses institutional colors, logo, and mascot

Role of the Institution
Explains how the federal government's reimbursement is partial and that the university covers the remaining research costs

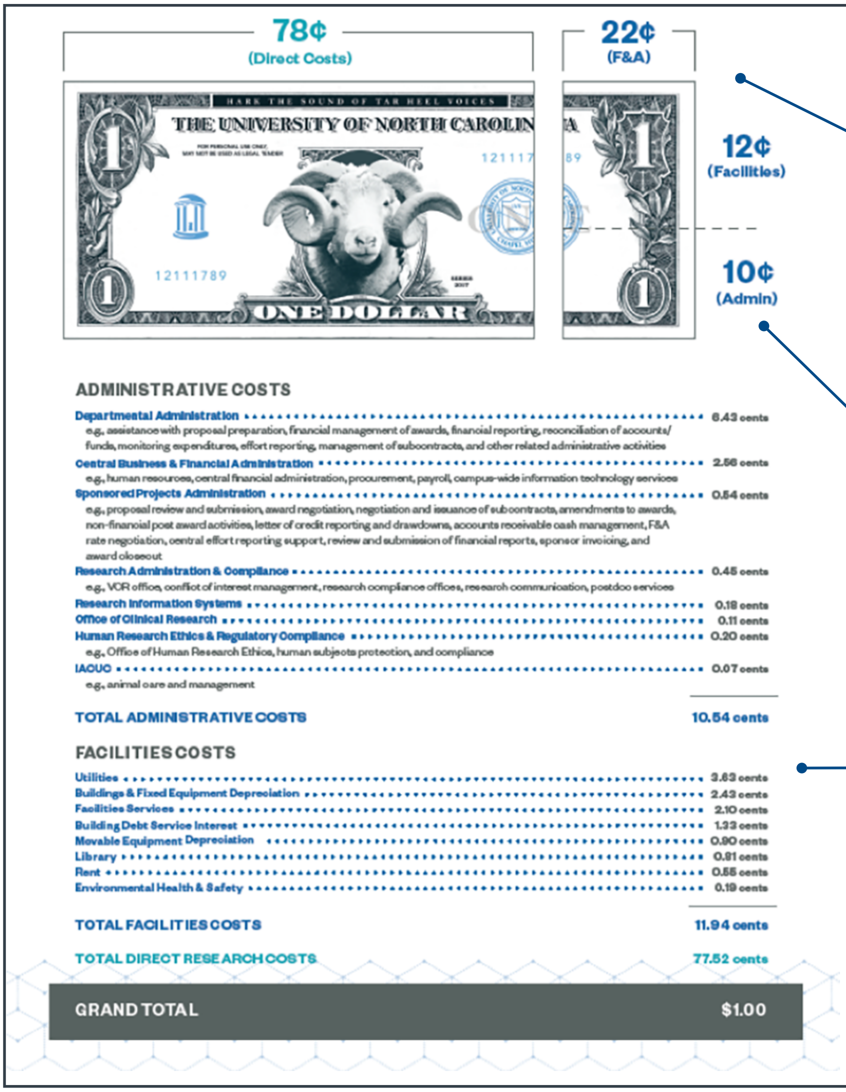
Research Impact
Highlights the tangible community and economic impact of research to remind stakeholders of the positive outcomes associated with funding research

Download UNC Chapel Hill's one-pager at https://research.unc.edu/files/2017/12/FnAdollar-one-sheeter-web.pdf.

Source: EAB interviews and analysis; University of North Carolina at Chapel Hill, Federal Facilities & Administrative Funding.

Tool 2: One-Pager Development Guide (cont.)

University of North Carolina at Chapel Hill (Back)


78¢ (Direct Costs)

22¢ (F&A)

12¢ (Facilities)

10¢ (Admin)

ADMINISTRATIVE COSTS

Departmental Administration .... 6.43 cents
e.g., assistance with proposal preparation, financial management of awards, financial reporting, reconciliation of accounts/funds, monitoring expenditures, effort reporting, management of subcontracts, and other related administrative activities

Central Business & Financial Administration .... 2.56 cents
e.g., human resources, central financial administration, procurement, payroll, campus-wide information technology services

Sponsored Projects Administration .... 0.54 cents
e.g., proposal review and submission, award negotiation, negotiation and issuance of subcontracts, amendments to awards, non-financial post award activities, letter of credit reporting and drawdowns, accounts receivable cash management, F&A rate negotiation, central effort reporting support, review and submission of financial reports, sponsor invoicing, and award closeout

Research Administration & Compliance .... 0.45 cents
e.g., VCR office, conflict of interest management, research compliance offices, research communication, postdoc services

Research Information Systems .... 0.18 cents

Office of Clinical Research .... 0.11 cents

Human Research Ethics & Regulatory Compliance .... 0.20 cents
e.g., Office of Human Research Ethics, human subjects protection, and compliance

IACUC .... 0.07 cents
e.g., animal care and management

TOTAL ADMINISTRATIVE COSTS 10.54 cents

FACILITIES COSTS

Utilities .... 3.63 cents

Buildings & Fixed Equipment Depreciation .... 2.43 cents

Facilities Services .... 2.10 cents

Building Debt Service Interest .... 1.33 cents

Movable Equipment Depreciation .... 0.90 cents

Library .... 0.81 cents

Rent .... 0.55 cents

Environmental Health & Safety .... 0.19 cents

TOTAL FACILITIES COSTS 11.94 cents

TOTAL DIRECT RESEARCH COSTS 77.52 cents

GRAND TOTAL $1.00

Direct Costs vs. F&A

Illustrates how the vast majority of every dollar goes to direct research costs, thereby addressing a common faculty concern

Facilities vs. Administrative

Shows the breakdown of F&A into two parts, with a larger portion being allocated to facilities costs—this may surprise many stakeholders

Subcategories of F&A

Explains F&A subcategories and allocation to each—this helps faculty make connections between F&A and the services and resources they benefit from as researchers

In this handout, UNC Chapel Hill has chosen to depict their effective recovery rate, not their federally negotiated rate. By aggregating all of their research funding (both direct & F&A), they are able to use a single dollar to depict both direct and F&A funding received (as opposed to using a dollar to represent direct funding from an award, and additional cents on top representing application of their federally-negotiated F&A rate). For the portion of the dollar bill that reflects F&A dollars received, UNC Chapel Hill uses the actual percentages associated with the F&A cost data it documents and submits as part of its federal F&A rate negotiation process (as opposed to the on-campus use of F&A dollars after the fact). UNC Chapel Hill has opted not to include details about the F&A negotiation and rate setting processes in the one-pager to avoid confusing stakeholders. For persons requesting additional information, government affairs or research office staff will explain the nuances of the F&A process and rates in one-on-one conversations or through targeted, follow-up materials.

Key Content

- Basic definition
- Direct vs. F&A costs
- Subcategories of F&A
- Federal-institutional partnership
- Current institutional expenditures and costs
- Economic impact of institutional research
- Distribution of institutional F&A costs

Download UNC Chapel Hill's one-pager at https://research.unc.edu/files/2017/12/FnAdollar-one-sheeter-web.pdf.

Source: EAB interviews and analysis; University of North Carolina at Chapel Hill, Federal Facilities & Administrative Funding.

Tool 2: One-Pager Development Guide (cont.)

University of Washington

UNIVERSITY of WASHINGTON | OFFICE OF RESEARCH

FACILITIES AND ADMINISTRATIVE (F&A) COSTS FACT SHEET

Facilities and Administrative (F&A) costs represent the infrastructure and operations costs that support the research enterprise at the University of Washington. Similar to the overhead costs of a business, F&A costs are real costs incurred in conducting and running the UW's research program. Because of the administrative burden that would be required to determine such costs for each of the thousands of projects being carried out at each university, the federal government allows us to average the costs by major function and charge a single rate. We, in turn, apply these same rates to non-government research programs.

DIRECT COSTS VS. F&A COSTS

DIRECT COSTS are funds used by the Principal Investigator to pay for the costs of conducting the research including:

- Salaries and benefits for researchers
- Award-specific supplies
- Award-specific equipment
- Travel to conferences
- Publication costs

F&A COSTS are funds used to maintain the University's research infrastructure, including:

- Facilities maintenance
- Utilities
- Amortized cost of the research facility
- Department/school/college administrative costs
- Research support offices
- Proposal submission and approval
- Purchasing services
- Payroll services
- Invoicing services
- Accounting services
- Reporting services
- Human Resources
- Compliance (such as approval and monitoring of research involving human subjects, animals, or toxic chemicals)

DETERMINING F&A COSTS

The basic procedures for determining F&A costs are:

1. Calculate Total Direct Costs (TDC) for all direct costs
2. Calculate exemptions (capitalized equipment, tuition, etc.)
3. Deduct exemptions from TDC to determine the Modified Total Direct Costs (MTDC)
4. Multiply the MTDC by UW's current F&A rate to determine F&A costs

$150K TDC - $50K Exemptions = $100K MTDC
$100K MTDC x 55% F&A Rate = $50K F&A costs
$150K TDC + $55K F&A costs = $205K Total Project Costs

F&A RATES

On-Campus: 54.5% (FY15-17), **55%** (FY18) and **55.5%** (FY19-20)

Off-Campus: 26% (FY15-20)

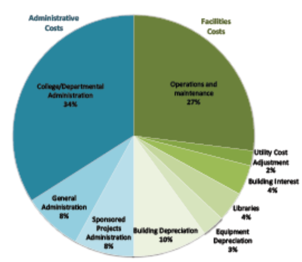
South Lake Union: 74% (FY15-16); **75%** (FY17); **76%** (FY18-19); and **76.5%** (FY20)

- These are not the full set of F&A rates. Different rates may apply, check GIM 13.

F&A COST RATE CALCULATION

F&A cost rates are based on the UW's actual operating costs. Using guidelines provided by the federal government, the UW assesses its F&A cost on a regular basis. Once all the F&A costs are determined, the UW determines the portion of costs that are related to research (e.g. building costs for research space, sponsored project support, library and Human Resource cost pools, etc). Every four to five years this information is reviewed by the federal government during F&A rate negotiations.

BREAKDOWN OF F&A COSTS FOR ON-CAMPUS RESEARCH



- Typical F&A on-campus costs rate distribution; rates may vary depending on the location of the research activitites.

Gerberding Hall G80 / Box 351202, Seattle, WA 98195-1202
(206) 616-0804 tel (206) 685-9210 fax research@uw.edu

May 9, 2018

Definition and Value
Provides a high-level definition of F&A costs and compares them to business overhead costs to make the concept relatable

General F&A Info
Left side provides generic overview of F&A costs and their calculation

Institution-Specific Info
Right side provides customized information specific to the University of Washington

Design
Use of columns with clear section headers in institutional colors makes the content easy to digest

Graphic Representation
Pie chart of the institution's distribution of F&A costs illustrates where costs are incurred

Contact Info
Allows for follow-up questions

Key Content

- ☑ Basic definition and purpose
- ☑ F&A as an institutional average
- ☑ Direct vs. F&A costs
- ☑ F&A calculation
- ☑ Current institutional rates
- ☑ Rate negotiation process
- ☑ Distribution of institutional F&A costs

Download University of Washington's one-pager at https://www.washington.edu/research/wp/wp-content/uploads/2018/05/FA-Fact-Sheet.pdf.

Source: EAB interviews and analysis; University of Washington, F&A Cost Fact Sheet.

Tool 2: One-Pager Development Guide (cont.)

University of Illinois

UNDERSTANDING
FACILITIES AND ADMINISTRATIVE (F&A) COSTS

THE COMPLETE COST OF CONDUCTING RESEARCH

THE DIRECT AND INDIRECT COST OF RESEARCH

The University of Illinois is one of the nation's research powerhouses—and conducting that research requires investment in both direct and indirect costs.

Things like personnel, project-specific equipment, and supplies are considered "direct costs" and are covered by individual federal grants. Those grants are also intended to cover "indirect costs," which are often less visible things like utilities, IT support, laboratory space, safety programs, library infrastructure, and compliance staff to meet federal, state, and university requirements.

Indirect costs, also called Facilities and Administrative costs (F&A), keep the lights on, ensure the safety of research subjects, prevent discoveries from falling into the wrong hands—and most importantly, keep innovations that power our nation's economy flowing from our research labs. Fair reimbursement of these expenses is critical to the continued vibrancy of the Illinois Research Enterprise.

WHAT DOES F&A DO?
RESEARCH SAFETY: AN EXAMPLE

Safely conducting university research requires appropriate chemical waste pickup services, the proper disposal of chemical, biological, and radioactive waste, training in safe laboratory practices, and laboratory inspections. At Illinois, researchers are not directly charged for these services—these costs are factored into our F&A rate.

REIMBURSEMENT OF F&A

F&A reimbursement for federal research awards is governed by a process that is highly regulated. But it's important to note that the F&A rate that we negotiate with the government does not fully cover our actual research operating expenses.

At Illinois, we make a strategic investment in our research enterprise by using funds from other sources to make up this shortfall. That puts pressure on already limited resources. Cuts to or caps on F&A would undermine our ability to achieve our very mission: conducting world-changing research that solves societal problems and drives our nation's economy.

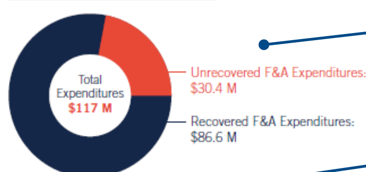
Some of these projects include:

- Ensuring the reliability and security of the nation's power grid — go.illinois.edu/CREDC
- Infrastructure to unite the nation's scientific computing resources — go.illinois.edu/XSEDE
- Ag technologies to enable bioenergy production — go.illinois.edu/TERRA-MEPP
- Drug development to treat rare brain cancer — go.illinois.edu/PAC1

FEDERAL REIMBURSEMENT AT ILLINOIS

Federal F&A reimbursement does not fully cover the University's actual research operating costs.

ALL FEDERALLY FUNDED PROJECTS FY16



ILLINOIS

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH
www.research.illinois.edu #illinoisresearch https://experts.illinois.edu
Updated 2017 July

Definition and Examples
Distinguishes between direct and F&A costs, emphasizing the importance of F&A for the research enterprise

Institutional Investment
Introducing the concept of an institutional subsidy illustrates how university contributions to the research enterprise complement those of the federal government

Examples of Impactful Research
Real project examples solidify the connection between F&A and research outcomes

Concrete Example of Value
Profiles a frequently overlooked example of how researchers benefit from F&A

Institutional Data
Shows how recovered and unrecovered F&A contribute to the institution's overall federal research expenditures

Branded Design
Uses institutional colors and logo

Additional Resources
Provides avenues for stakeholders to acquire additional information

Key Content

- Basic definition and examples
- Direct vs. F&A costs
- Notion of reimbursement
- Underrecovery
- Institutional subsidy
- Impact of reduced F&A

Download University of Illinois' one-pager at https://research.illinois.edu/sites/research.illinois.edu/files/upload/fanda.pdf.

Source: EAB interviews and analysis; University of Illinois, Understanding F&A costs.

Tool 2: One-Pager Development Guide (cont.)

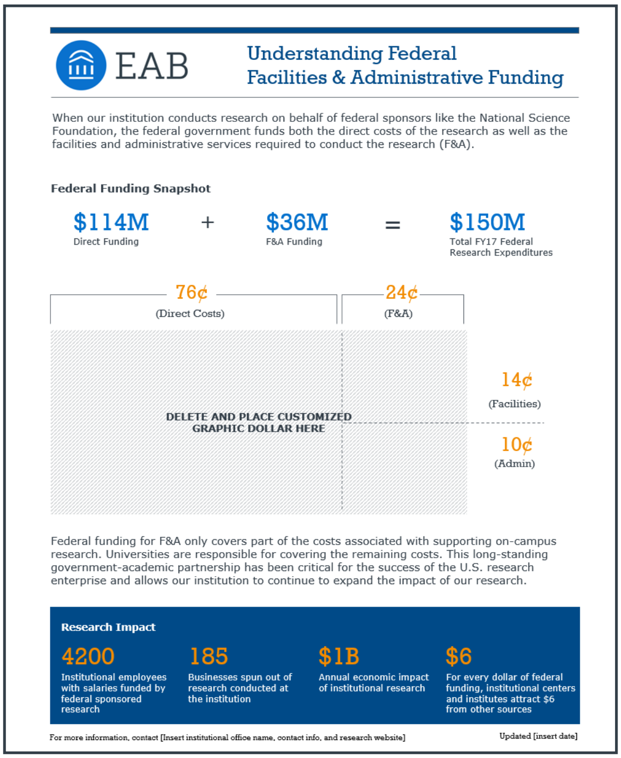
Key Considerations for One-Pager Content

Content	Considerations for Including
Direct vs. F&A Costs	Include this information on all one-pagers since it is critical for stakeholder understanding. Depending on your target audience and goals, it may be worth drawing an analogy between F&A and "overhead" for businesses.
Subcategories of F&A	Always include at least a few examples of the subcategories of F&A costs. These examples make the concept concrete and can help show faculty how they directly benefit from F&A recovery.
Notion of Reimbursement	Reimbursement can be a useful way to explain F&A to some stakeholders, but you should be intentional about when you use this terminology. Some CROs have reported that "reimbursement" terminology has prompted confusion and concern from state legislators.
Calculation and Negotiation Process	Unless you are designing your one-pager specifically with the goal of educating stakeholders on calculation and negotiation, try to keep your discussion of these processes brief since they are not relevant to all stakeholders. Additionally, these processes are complicated and explaining them can take up a lot of space on a one-pager. Many one-pagers include a single sentence about calculation and negotiation. CROs often expand on calculation and negotiation in conversations or explain these processes in other materials (e.g., website, internal presentation).
Institutional F&A Rate	Include this information if you want your one-pager to serve as a day-to-day resource for internal staff and faculty. However, some institutions have opted not to include their rate since it can prompt complicated questions about the rate-setting process, concerns from faculty, and requests for peer comparisons.
Institutional Expenditures	Highlighting your institution's direct funding and F&A funding can illustrate how F&A relates to the institution's overall research expenditures. It can also help stakeholders develop a realistic sense of how much F&A your institution receives. However, some institutions opt not to include this information because they don't want to draw attention to their recovery rate.
Distribution of Institutional F&A Costs	Consider including this information if you want to debunk myths and concerns about how and where F&A costs are incurred at your institution.
Institutional Subsidy	Include this information if you want to emphasize how your institution—along with the federal government—invests in research. Some institutions emphasize this subsidy as a strategy to reduce F&A waiver requests and ensure faculty include F&A in their proposals. Other institutions opt not to include this info to avoid creating the misperception that research is a poor investment since it requires universities to share in its costs.
F&A for Non-Federal Sponsors	Most one-pagers do not include this information since it is not critical for baseline understanding and could potentially create confusion about different rates and recovery levels. However, this could be valuable information to include if you decide to customize your institution's one-pager for particular audiences (e.g., only internal stakeholders, industry partners).

Source: EAB interviews and analysis.

Template One-Pager

CROs and their teams can download a template one-pager based on the UNC Chapel Hill example at **eab.com/FACommunications**. See below for an overview of its components and recommended customizations.



EAB

Understanding Federal Facilities & Administrative Funding

When our institution conducts research on behalf of federal sponsors like the National Science Foundation, the federal government funds both the direct costs of the research as well as the facilities and administrative services required to conduct the research (F&A).

Federal Funding Snapshot

$114M Direct Funding + $36M F&A Funding = $150M Total FY17 Federal Research Expenditures

76¢ (Direct Costs)

24¢ (F&A)

14¢ (Facilities)

10¢ (Admin)

DELETE AND PLACE CUSTOMIZED GRAPHIC DOLLAR HERE

Federal funding for F&A only covers part of the costs associated with supporting on-campus research. Universities are responsible for covering the remaining costs. This long-standing government-academic partnership has been critical for the success of the U.S. research enterprise and allows our institution to continue to expand the impact of our research.

Research Impact

4200	185	$1B	$6
Institutional employees with salaries funded by federal sponsored research	Businesses spun out of research conducted at the institution	Annual economic impact of institutional research	For every dollar of federal funding, institutional centers and institutes attract $6 from other sources

For more information, contact [Insert institutional office name, contact info, and research website]

Updated [insert date]

Key Features

- Introduction to F&A
- Institutional federal funding snapshot
- Detailed breakdown of direct and F&A costs
- Acknowledgment of federal-institutional partnership
- Institutional research impact snapshot

Recommended Customization

- Insert your institution's logo and/or mascot
- Use your institution's color scheme
- Adjust scripting to align with your institution's desired messaging
- Update with your institution-specific data (e.g., federal expenditures, distribution of F&A costs, research impact metrics)
- Increase/decrease specificity of the breakdown of F&A costs

Eight Steps for Developing and Deploying a Compelling One-Pager

1. Collect data and compile information on F&A at your institution
2. Organize internal working group to review F&A data and begin planning
3. Develop clear rationale and prioritization of info to include and exclude
4. Generate talking points and gather supplementary data to share as needed
5. Collaborate with research communications team to develop graphics
6. Post on your research website
7. Distribute internally (e.g., federal relations team, administrators, faculty)
8. Address stakeholder questions and/or concerns in follow-up conversations

Source: EAB interviews and analysis.

Tool 3

Internal Presentation Templates

Goal

Use this tool to create your own F&A presentation(s) for internal audiences (e.g., faculty, staff, Board of Trustees).

Intended User

Chief research officers and their teams

Overview

This tool provides users with critical messages to communicate to internal audiences and sample presentation decks for faculty and staff. It also includes a plug-and-play deck for an executive audience to reduce the burden of creating an internal presentation from scratch.

Electronically access this tool: **eab.com/FACommunications**

Source: EAB interviews and analysis.

Tool 3: Internal Presentation Templates

To bolster internal F&A education efforts, CROs and their teams should develop several versions of presentations targeted at key internal audiences (e.g., faculty, staff, Board of Trustees). For example, CROs could create a detailed presentation for staff members that provides technical information about cost pools and the campus space survey, a broad presentation for faculty members that addresses common misperceptions, and a brief presentation that provides a macro-level overview of F&A for university executives and trustees.

Presentations allow CROs to provide more details and campus-specific examples than other mediums, such as a one-pager or infographic. CROs can leverage these presentations in one-on-one conversations or departmental meetings, monthly or quarterly research meetings, new faculty orientation, or any other meetings with institutional leaders.

Key F&A Messages for Internal Audiences

Relatable examples of “F” versus “A” costs

Rationale: For faculty and institutional leaders not involved in cost accounting, F&A can seem like an abstract administrative concept. Explaining which types of costs fall into the facilities and administrative categories can help internal stakeholders relate F&A to their daily work.

Impact of no (or reduced) F&A on faculty

Rationale: CROs tend to focus on the implications of lost F&A on the institution and research enterprise as a whole, but not all internal stakeholders make the connection between institutional implications and the effects on their daily work.

Internal use of F&A dollars

Rationale: Most internal stakeholders are not opposed to the concept of F&A, but are often skeptical since they don’t know how their institution uses those dollars. Explaining how the institution reinvests F&A dollars in the research enterprise can convince skeptics of the value of F&A and boost the legitimacy of the research office.

Cause of rising F&A rates

Rationale: Internal stakeholders may question increases in F&A rates and falsely assume these are due to growing central administrative costs. Highlighting the 26 percent cap on administrative costs and explaining other causes of increasing expenses—such as the growing regulatory and administrative burden—can help correct this misperception.

Underrecovery and institutional subsidy

Rationale: Many internal stakeholders falsely assume that institutions “profit” on F&A, when in reality institutions never recover 100 percent of those costs. Addressing this misperception can reduce the likelihood that internal stakeholders will request and/or approve F&A waivers or reductions.

Peer comparisons

Rationale: Showing your institution’s F&A rates and recovery in comparison to some peer institutions can normalize F&A and reduce internal pushback.

Source: EAB interviews and analysis.

Tool 3: Internal Presentation Templates (cont.)

Tips for Effective Internal Presentations

Tip	Implementation Guidance
Start with the basics	Do not assume that your audience has any prior knowledge about F&A. While most faculty and staff do have a general sense of F&A, their understanding is often limited by myths and misperceptions. Starting with a basic introduction allows you to establish a clean slate and get the audience on the same page before moving forward.
Don't overwhelm the audience with too much information	When giving internal presentations, CROs and their teams often try to cover too much ground in a short period of time. This can frustrate the audience and reduce the amount of information they retain. Instead, start with the most critical information for your particular audience and dedicate time to helping them truly learn the content. Then provide other opportunities and resources for them to broaden and/or deepen their understanding (e.g., follow-up session, online training).
Organize presentations around common questions and misperceptions	Consider building your presentation around common questions or misperceptions about F&A, especially those that you hear on your campus. This provides you with a simple structure and framework for your presentation and way to prioritize the topics to cover.
Match your level of specificity and detail to the intended audience	Tailor the depth and specificity of your presentation based on the needs and priorities of your particular audience. For example, if you are presenting to staff members who manage grant finances on a daily basis, then include details about the calculation process, cost pools, and/or space surveys. In contrast, if you are presenting to the Board of Trustees, include a high-level overview of F&A and focus on the benefits to the institution rather than sharing details about cost pools and space surveys.
Keep your slide count low, but include hidden slides with additional details	Even if you don't plan on talking about cost pools or the negotiation process, it can be helpful to include hidden slides on these topics in your presentation. These are useful if your audience has specific questions or wants more info on the topic than you originally anticipated.
Leave plenty of time for Q&A	Attendees derive the most value from asking questions about F&A at internal presentations. This also can help you identify F&A topics or misperceptions to address in future presentations.

Source: EAB interviews and analysis.

Tool 3: Internal Presentation Templates (cont.)

Sample Presentations

See below for sample presentations that provide in-depth information tailored to a staff or faculty audience.

University of Minnesota

Staff Version

Faculty Version

Introductory F&A Presentations for Internal Stakeholders

Both Versions

- Provide a brief history of F&A
- Outline inclusions and exclusions in F&A rate and basic calculation
- Address common misperceptions
- Introduce cost sharing and its effect on F&A
- Highlight F&A within the university's budget model

Staff Version

- Includes more slides
- Includes additional resources about current F&A rates
- Provides greater detail about how the F&A rate is developed
- Depicts F&A recovery over time
- Offers information on internal tools and resources

Faculty Version

- Includes fewer slides
- Provides responses to common misperceptions
- Requires less detail and specificity

Download University of Minnesota's staff presentation at https://drive.google.com/file/d/0B49l9bdf1J9la21KQkJKamU0dzg/view and faculty presentation at https://drive.google.com/file/d/1pITBeoUwBzwrw1qCE5CbnqsiTiBGBo4M/view.

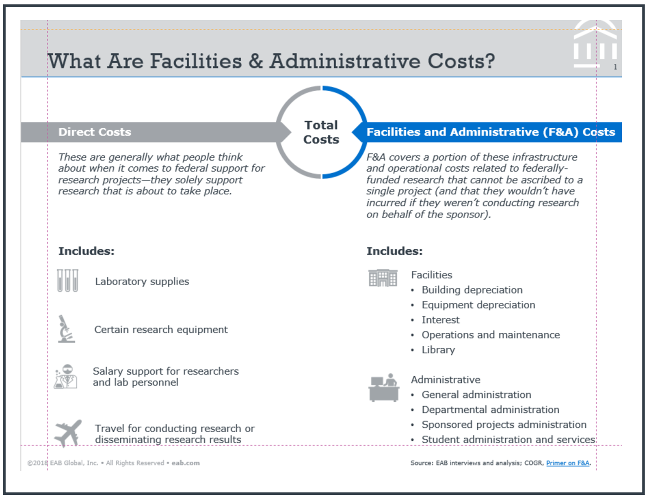
Source: EAB interviews and analysis; University of Minnesota, Staff Presentation and Faculty Presentation.

Tool 3: Internal Presentation Templates (cont.)

Template Presentation (Core Slides)

The following pages showcase six downloadable template slides for an introductory F&A presentation targeted at an executive-level audience. The boxes on the right highlight key elements and customization recommendations for CROs and their teams to consider before utilizing these slides. **Download at eab.com/FACommunications.**

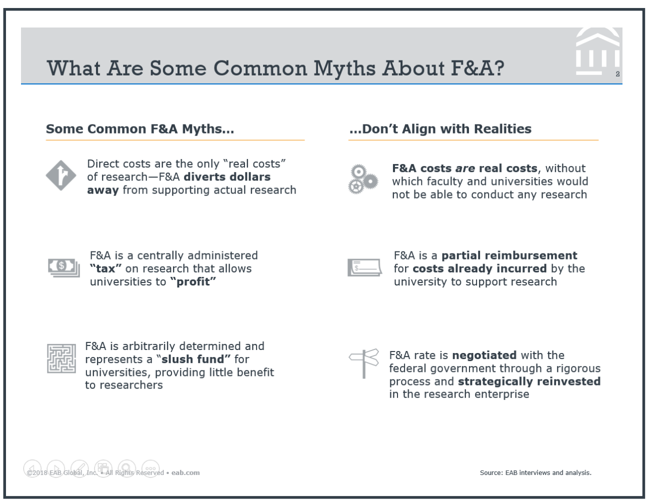
1



Key Features

- Distinguishes between direct and F&A costs—note that some audiences may be more familiar with "overhead" or "indirect cost" terminology
- Provides examples of which types of costs fall into each category

2



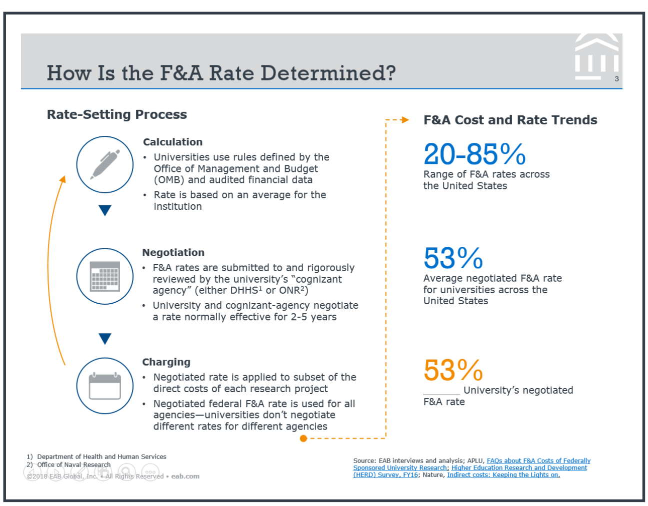
Key Feature

- Identifies common misperceptions about F&A to set the record straight

Recommended Customization

Consider adding other myths or misperceptions that are common on your campus and/or among your particular audience(s).

3



Key Features

- Provides a simplified overview of the calculation, negotiation, and charging process
- Highlights the average negotiated F&A rate

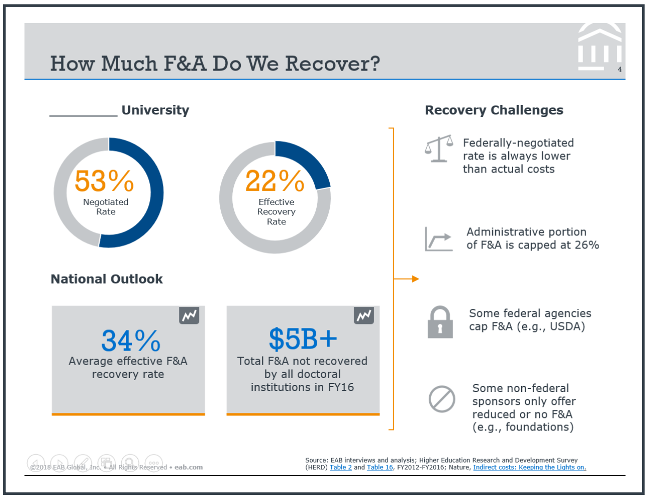
Recommended Customization

Consider adding your institution's name and current F&A rate. Consider including names and rates for several of your peer institutions.

Source: EAB interviews and analysis.

Tool 3: Internal Presentation Templates (cont.)

4



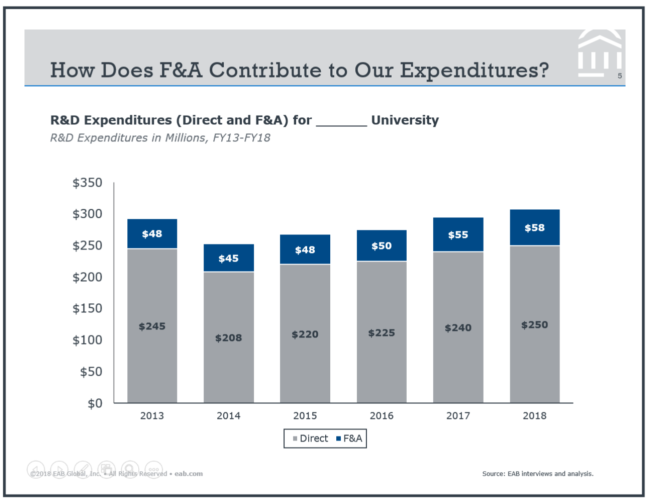
Key Features

- Highlights national statistics on underrecovery
- Explains universal challenges to F&A recovery

Recommended Customization

Consider adding your institution's name, negotiated F&A rate, and effective recovery rate. Adjust the graphics accordingly.

5



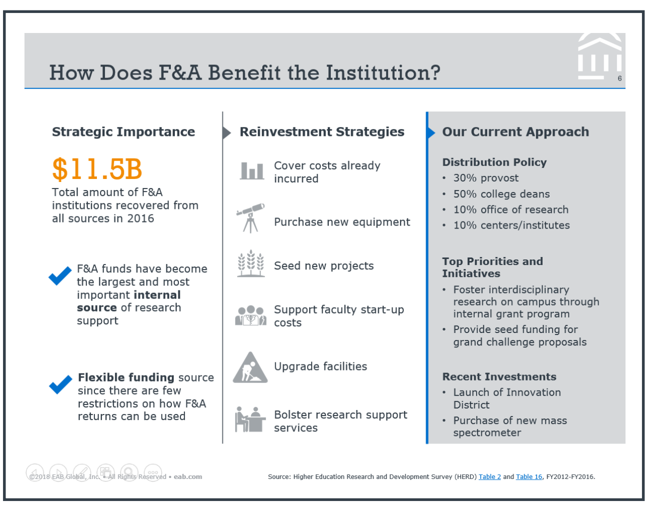
Key Features

- Depicts how F&A factors into total expenditure calculations for an institution
- Shows trends in F&A and research expenditures over time

Recommended Customization

Consider adding your institution's name to the graphic title and adjust the graphic by entering your institution's expenditure data.

6



Key Features

- Explains the strategic value of F&A
- Identifies common reinvestment strategies
- Shows how F&A supports institutional priorities and investments

Recommended Customization

Consider adding your institution's current F&A distribution policy, current research-related goals and priorities supported by F&A, and/or examples of recent research investments.

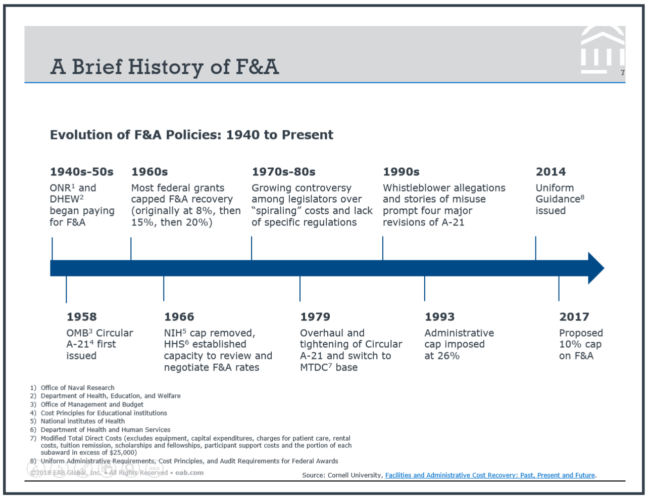
Source: EAB interviews and analysis.

Tool 3: Internal Presentation Templates (cont.)

Template Presentation (Optional Slides)

This page showcases three downloadable template slides that can be added to the previous six slides for an internal presentation. The boxes on the right highlight when CROs might want to include each slide as well as customization recommendations.

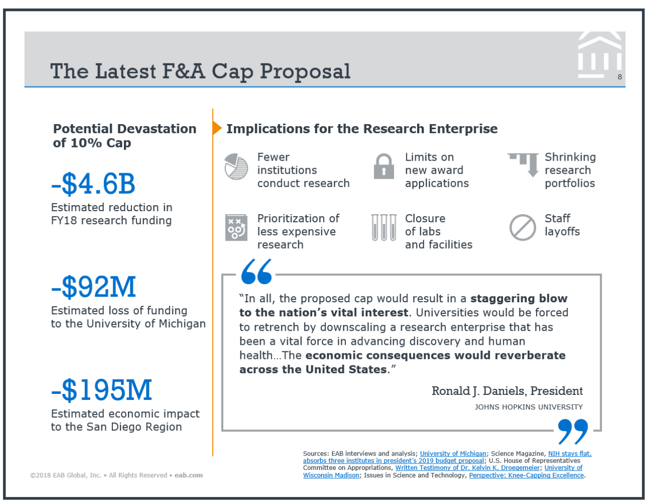
A



When to Include

- You want to provide an overview of the historic research partnership between the federal government and academic institutions.
- You want to illustrate how federal F&A policy has evolved over time.
- You want to illustrate some of the restrictions placed on F&A.

B



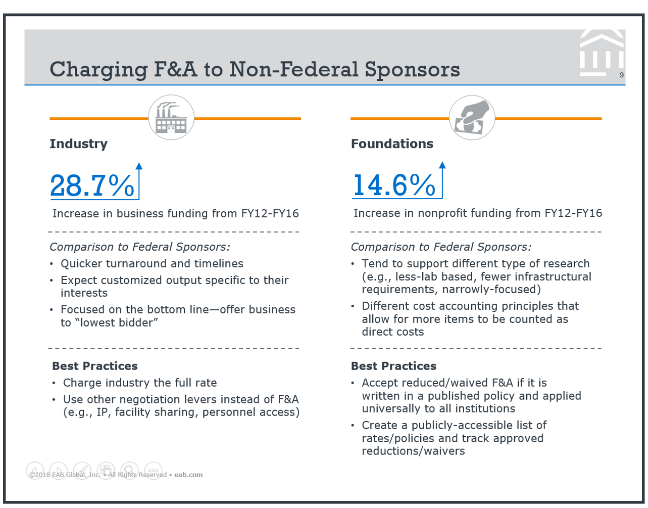
When to Include

- You want to add an element of urgency to your presentation.
- You want to relate your presentation to current federal affairs.
- You want to communicate the significance of federal policy decisions.

Optional Customization

Consider adding forecasting data for your particular institution and/or region.

C



When to Include

- You want to deepen the audience's understanding of F&A beyond the federal level.
- Your audience already has a baseline understanding of F&A.
- Industry and nonprofit funding are significant portions of your research portfolio.
- Your target audience is staff and/or faculty.

Optional Customization

Consider replacing "Best Practices" section with your institution's current F&A policies for industry and foundations.

Source: EAB interviews and analysis.

Tool 4

Infographic Design Plan

Goal

Use this tool to create an infographic that aligns with your institution's goals and priorities.

Intended User

Research communications staff, central communications staff

Overview

The tool provides users with examples of infographics with differing target audiences and levels of specificity. It offers design and content recommendations, along with a four-step process to guide the infographic creation process.

Optional

While all institutions should utilize Tools 1-3, this tool is optional. It is designed for institutions that want to expand their F&A collateral beyond the basics. Interested institutions should consider collaborating with the central communications office on campus to leverage their graphic design and/or digital media expertise.

Electronically access this tool: **eab.com/FACommunications**

Source: EAB interviews and analysis.

Tool 4: Infographic Design Plan

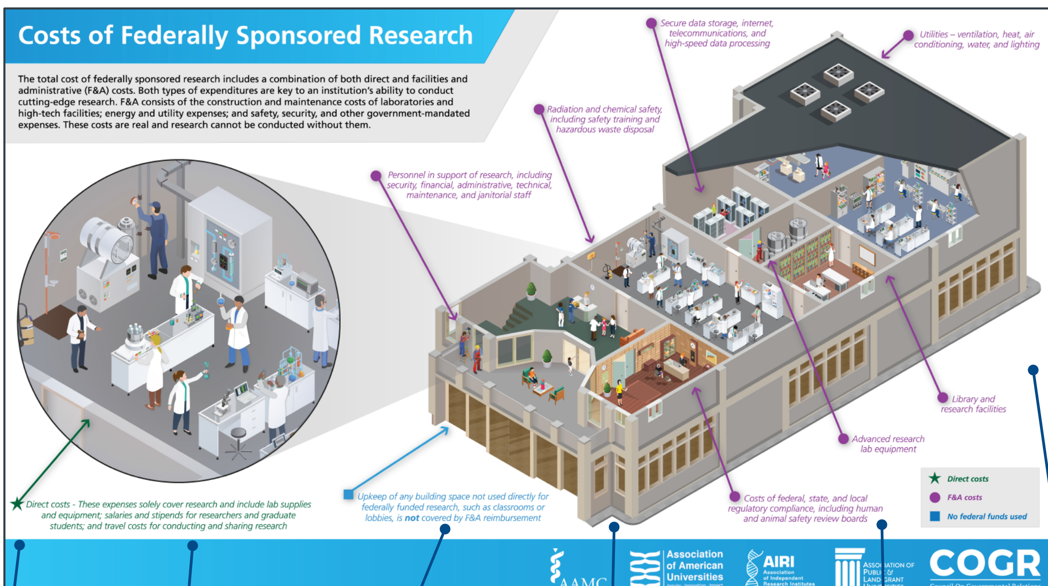
Given the complexity of F&A, it can be a difficult to explain the concept to stakeholders in the abstract. CROs and their teams can make F&A more understandable by creating a concise and shareable visual depiction.

Sample Infographics

The following pages showcase sample infographics used to educate stakeholders on F&A. The blue callout boxes highlight key structural and content elements for CROs and their teams to consider when designing their own infographics. The grey box below each infographic provides a snapshot of the key F&A concepts depicted in the infographic.

AAMC, AAU, AIRI, APLU, COGR

The infographic provides a detailed graphic depiction of where and how direct costs and F&A costs are incurred. It is designed primarily for a federal audience, but CROs and their teams can also leverage the infographic to educate other stakeholders.



Minimizes use of text to ensure graphics are focal point

Dedicates majority of space to F&A and a minority to direct costs

Uses clear labels to distinguish the parts of a nuanced graphic

Contextualizes direct costs within the broader category of total research costs

Graphically depicts where direct and F&A costs are incurred

Leaves sufficient blank space around complicated graphic

Key Content

- Relationship between direct and F&A costs
- Allowable direct costs
- Allowable subcategories of F&A
- Costs not covered by F&A reimbursement

Download the infographic at https://aamc-black.global.ssl.fastly.net/production/media/filer_public/c1/87/c187a351-2890-4360-9fae-7d99e4404e3b/costs_of_research_infographic_revised_170525.pdf.

Source: EAB interviews and analysis; AAMC, Costs of Federally Sponsored Research.

University of Minnesota

The infographic provides a "snapshot" of F&A that CROs and their teams can use to introduce a broad audience of internal and/or external stakeholders to F&A.

University of Minnesota-specific colors

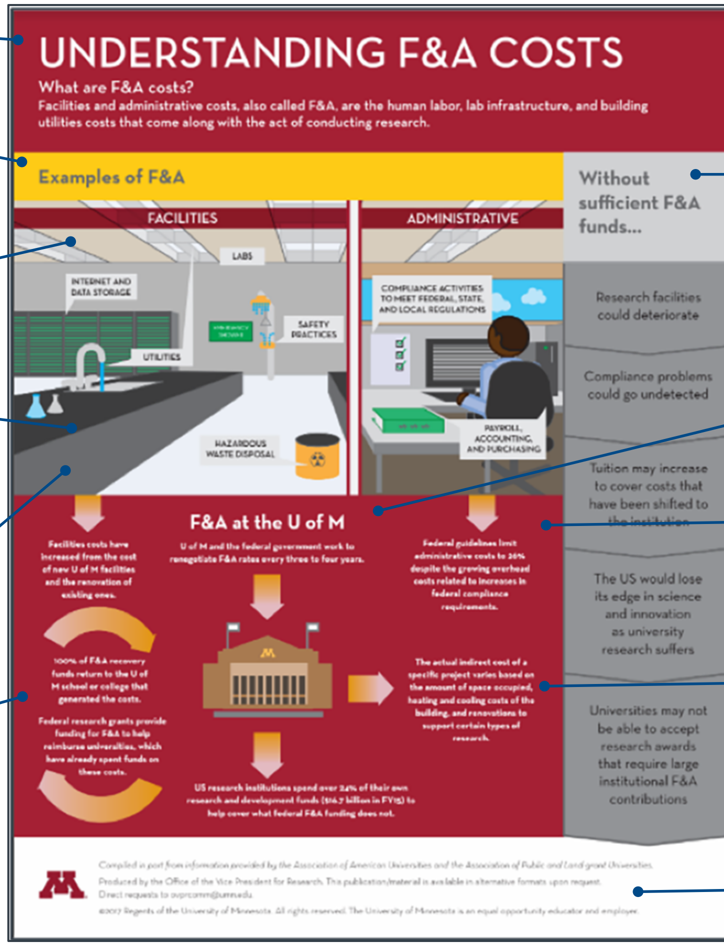
Uses clear headers to distinguish parts of the infographic

Graphic depictions of relatable, real-world examples of F&A

Dedicates more space to facilities costs than administrative costs to graphically represent the balance between "F" and "A"

Graphic depiction is the focal point of the infographic

Simplistic design avoids creating unnecessary confusion



Examples of micro- and macro-level implications of insufficient F&A

Contextualizes F&A at the University of Minnesota

Balances institution-specific info with general F&A info

One-sentence introductions to key concepts

Provides Minnesota-specific contact information

Key Content

- Basic definition and examples
- 26 percent cap on administrative costs
- Notion of reimbursement
- Reasons for rising costs
- Distribution policy
- Institutional subsidy
- Reasons for variation in F&A
- Impact of reduced F&A

Download University of Minnesota's infographic at https://drive.google.com/file/d/0Bw3yHuGQzD8CYWJxa2F2VkQyNnlYcHpzSnNSa2QwMXcta3hB/view.

Source: EAB interviews and analysis; University of Minnesota, Understanding F&A Costs.

Tool 4: Infographic Design Plan (cont.)

Step 1 Identify a problem and/or gap in current F&A understanding

Guiding Questions

- What is missing from our current F&A collateral?
- What common questions do we still get about F&A?
- What F&A concepts are particularly confusing for stakeholders?

Examples

- Faculty still view direct costs as the only "real" costs of research
- Faculty are concerned about a recent increase in the institution's F&A rate
- Senior administrators don't understand how the F&A rate is determined
- Staff are struggling to correctly identify direct versus F&A costs
- General public doesn't understand the costs associated with conducting sponsored research

Step 2 Assess the viability and potential value of creating an infographic

Guiding Questions

- Could this problem or gap be better addressed through a different medium?
- Can the desired content be depicted graphically?
- Is the investment worthwhile given the time frame and range of potential uses?

Examples

- Although faculty are concerned about an upcoming increase in F&A rate, an infographic focused narrowly on this topic would be relevant only for a short period of time and therefore would not be worth the investment—we would be better off communicating the rate change in a different format
- Both faculty and staff constantly have to look up what constitutes direct and F&A costs—this is an evergreen issue that could be addressed with a simple infographic they could post on their wall for easy reference

Step 3 Customize the information and degree of specificity based on audience and goals

Guiding Questions

- What is the scope of the infographic?
- How much detail is needed given the target audience and scope?
- What information is critical to include?
- What information could be excluded?

Examples

- Use high-level, one-sentence summaries for broad infographics to educate the general public
- For faculty-focused infographics, include institution-specific information, data, and examples (e.g., F&A rate over time, effective recovery rate, institutional subsidy, internal use and distribution)

Step 4 Strategically deploy the infographic to maximize value

Guiding Questions

- How and when should we distribute the infographic?
- What channels can we use to share this infographic? Which are best suited for reaching our desired audience(s)?

Examples

- Roll out during campus "roadshow" presentations
- Distribute copies to deans and department chairs
- Distribute via internal Research newsletter or listserv
- Post on internal website and/or social media
- Share with provost and other executives
- Distribute during new faculty orientation and/or staff onboarding

Source: EAB interviews and analysis.

Tool 5

Video Production Guide

Goal

Use this tool when developing a short video to educate key stakeholders on F&A.

Intended User

Research communications staff, central communications staff

Overview

This tool provides users with examples of educational videos targeted at different stakeholders and with differing levels of specificity. It highlights five key characteristics of effective videos to consider during the production process.

Optional

While all institutions should utilize Tools 1-3, this tool is optional. It is designed for institutions that want to expand their F&A collateral beyond the basics. Interested institutions should consider collaborating with the central communications office on campus to leverage their graphic design and/or digital media expertise.

Electronically access this tool: **eab.com/FACommunications**

Source: EAB interviews and analysis.

Tool 5: Video Production Guide

Since most stakeholders do not have much time or interest for learning about F&A, CROs and their teams can better engage stakeholders by developing short, introductory videos that provide stakeholders with a baseline understanding of F&A.

Sample Videos

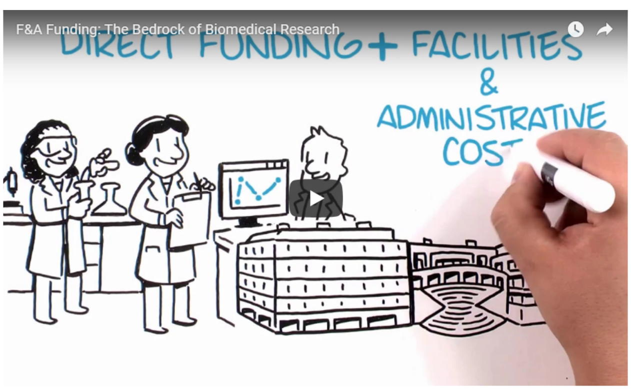
The following pages provide examples of short videos institutions have developed to educate key internal and/or external stakeholders on F&A. The information on the right-hand side highlights the length, target audience, and strengths of each video. The grey box below each video provides a snapshot of the key F&A concepts covered in the video.

University of California San Francisco

The video provides a concise, animated overview of F&A and its importance.

F&A Funding: The Bedrock of Biomedical Research

Available here.



Length: ~5 minutes

Target Audience: Faculty and legislators

Strengths:
- Concisely covers major terrains of F&A
- Animations are highly engaging for viewers
- Graphics provide viewers with visual support of F&A concepts
- Includes unique information specific to UCSF's federal funding and F&A recovery

Key Content

History and purpose of F&A	Partnership between universities and federal government	Types of federal support for research	Differences between direct and F&A costs
Limitations to recovery	Institutional subsidy	Negotiation process	Impact of proposed cap

Access University of California San Francisco's video at https://www.ucsf.edu/news/2017/10/408601/congress-supports-nih-questions-remain-about-key-federal-funding-stream?utm_source=exacttarget&utm_medium=email&utm_campaign=pulsetoday&utm_content=edition54.

Source: EAB interviews and analysis; University of California San Francisco, F&A Funding.

Harvard University

The video concisely explains the practical importance of F&A for a faculty researcher.

The NIH and the Need for Funding Facilities and Administrative Costs

Available here.

Length: ~3 minutes

Target Audience: Federal lawmakers

Strengths:

- Tells the story of a single researcher at the institution
- Shares a scientist's perspective on the importance of federal support for research
- Leverages a faculty member as a spokesperson for F&A

Key Content

- History, rationale, and importance of partnership between universities and federal government
- Efficiency of leveraging universities already conducting research (as opposed to building separate research labs)
- Importance of grant and other administrative support for faculty researchers
- Partial reimbursement
- Institutional subsidy

Access Harvard University's video at https://www.youtube.com/watch?v=3ZprvZ6_D3A.

Source: EAB interviews and analysis; Harvard University, The NIH and the Need for Funding Facilities and Administrative Costs.

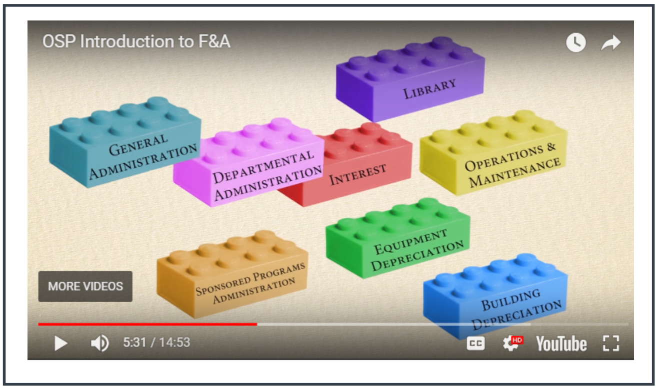
Tool 5: Video Production Guide (cont.)

University of Idaho

The video provides a fairly comprehensive introduction to F&A for a broad group of stakeholders, including faculty and staff.

OSP Introduction to F&A

Available here.



Length: ~15 minutes

Target Audience: Broad (internal and external)

Strengths:

- Introduces and standardizes terminology and language
- Draws on real-world photos and videos from on-campus locations
- Interviews administrators at the institution
- FAQs serve as the road map for the video
- Graphically depicts the building blocks of F&A
- Leverages multiple speakers and narrators
- Directly asks faculty to reduce F&A waiver and reduction requests
- Acknowledges limitations of the short video and provides follow-up information for further discussions

Key Content

☑ History and purpose of F&A	☑ Negotiation and cognizant agencies	☑ F&A as an institutional average	☑ Role of F&A in proposal development
☑ Components of F&A and percentage of allocable costs	☑ Notion of partial reimbursement	☑ Space survey and use	☑ Negotiated versus effective rate
☑ Caps/limitations on recovery	☑ Institutional subsidy	☑ F&A distribution	☑ Strategies and implications for improved recovery

Access University of Idaho's video at https:/www.uidaho.edu/research/faculty/resources/f-and-a-rates/f-and-a-intro-video.

Source: EAB interviews and analysis; University of Idaho, OSP Introduction to F&A.

Tool 5: Video Production Guide (cont.)

Five Characteristics of Effective Videos

Characteristic	Implementation Guidance
Concise	Videos should be concise and direct. Viewers are more likely to start and finish watching a short clip than a 30-minute lecture. From a learning standpoint, it is preferable for viewers to watch a complete 3-minute overview than to watch only the first 3 minutes of a 30-minute video, in which case they would likely learn only about one aspect of F&A. Try to boil concepts and teaching points down to 1-2 sentences each. Remember that you do not have to cover every aspect of F&A in a single video. Instead, acknowledge that your video is not all-encompassing, and then share additional resources and/or follow-up information.
Understandable	Begin by defining key terms or concepts and standardizing the language you will use throughout the video. This ensures viewers are on the same page and helps minimize future misunderstanding. Also try to eliminate unnecessary jargon. It is best to err on the side of overly simple (and provide additional details and resources as needed) than to overwhelm viewers and cause them to stop watching at the outset.
Engaging	Videos are a particularly valuable communication tool since they can engage viewers. Consider both the visual and auditory elements of the video. On the visual side, leverage multiple types of graphics. This could include photos, live videos, cartoons, drawings, and/or animations. On the auditory side, make sure speakers strike the right tone and pace. You may also wish to incorporate multiple speakers and/or narrators in order to create variation throughout the video.
Personal	Think about ways to "humanize" F&A and make it seem personal to key stakeholders. This reduces the perception that F&A is purely an abstract, administrative concept with little real-world importance. For example, consider having a faculty member speak about how F&A has personally influenced their research or interview campus administrators who can share their personal experiences or expertise.
Relevant	Make sure your content and approach are relevant for your target audience. This means including as many real-world examples or analogies as possible. For example, if you are targeting a federal audience, then include examples of the impact of F&A on their interests and priorities (e.g., federal investment in research led to a cure or creation of new jobs). If you are targeting a faculty audience, include campus-specific information most relevant to their work (e.g., implications of waiver requests on effective recovery). The best videos strike a balance between providing general information about F&A and sharing specific examples, information, and resources for the target audience.

Source: EAB interviews and analysis.

Advisors to Our Work

Gloria Waters
Boston University
Boston, MA

Gary Fedder
Carnegie Mellon University
Pittsburgh, PA

Suzanne Rivera
Case Western Reserve University
Cleveland, OH

Spiros Dimolitsas
Georgetown University
Washington, DC

Rick Van Kooten
Indiana University - Bloomington
Bloomington, IN

Simon Atkinson
Indiana University – Purdue University Indianapolis
Indianapolis, IN

Peter Dorhout
Kansas State University
Manhattan, KS

Alan Snyder
Lehigh University
Bethlehem, PA

Kalliat Valsaraj
Louisiana State University
Baton Rouge, LA

Wayne Glasgow
Mercer University
Macon, GA

Janet Weisenberger
Ohio State University
Columbus, OH

Mo Valentine
Ohio University
Athens, OH

John Hanold
Pennsylvania State University
University Park, PA

Jennifer Dill
Portland State University
Portland, OR

Ken Sandel
Purdue University
West Lafayette, IN

Yousif Shamoo
Rice University
Houston, TX

Matthew Christian
Saint Louis University
St. Louis, MO

Richard Reeder
Stony Brook University
Stony Brook, NY

John Liu
Syracuse University
Syracuse, NY

Michele Masucci
Temple University
Philadelphia, PA

Chris Brown
University of Alabama, Birmingham
Birmingham, AL

Kent Keyser
University of Alabama, Birmingham
Birmingham, AL

Kimberly Espy
University of Arizona
Tucson, AZ

Patrick Clark
University of Cincinnati
Cincinnati, OH

Terri Fiez
University of Colorado, Boulder
Boulder, CO

Michael Glasgow
University of Connecticut
Storrs, CT

Corinne Lengsfeld
University of Denver
Denver, CO

David Norton
University of Florida
Gainesville, FL

David Lee
University of Georgia
Athens, GA

Vassilis Syrmos
University of Hawaii
Honolulu, HI

John Colombo
University of Kansas
Lawrence, KS

Lisa Cassis
University of Kentucky
Lexington, KY

Judy Duncan
University of Kentucky
Lexington, KY

Jack Supplee
University of Kentucky
Lexington, KY

Baron Wolf
University of Kentucky
Lexington, KY

David Hagen
University of Minnesota
Minneapolis, MN

Erik Brown
University of Minnesota Duluth
Duluth, MN

Lawrence Dreyfus
University of Missouri, Kansas City
Kansas City, MO

Mona Weer
University of Montana
Missoula, MT

Judy Fredenberg
University of Montana
Missoula, MT

Don Hobart
University of North Carolina, Chapel Hill
Chapel Hill, NC

Advisors to Our Work (cont.)

Andy Johns
University of North Carolina, Chapel Hill
Chapel Hill, NC

Terry Magnuson
University of North Carolina, Chapel Hill
Chapel Hill, NC

Bob Wilhelm
University of North Carolina, Charlotte
Charlotte, NC

Grant McGimpsey
University of North Dakota
Grand Forks, ND

Bob Houser
University of Northern Colorado
Greeley, CO

Kelvin Droegemeier
University of Oklahoma
Norman, OK

Cassandra Moseley
University of Oregon
Eugene, OR

Jim Uchizono
University of the Pacific
Stockton, CA

Mark Harris
University of Wisconsin, Milwaukee
Milwaukee, WI

Richard Amon
Utah System of Higher Education
Salt Lake City, UT

Amanda Grannas
Villanova University
Villanova, PA

Theresa Mayer
Virginia Polytechnic Institute and State University
Blacksburg, VA

36434
Cover image: iStock

Washington DC | Richmond | Birmingham | Minneapolis
202.747.1000 | eab.com