**SURA is excited to share with you our accomplishments for 2016. As a forum for collaborative research initiatives, our success is a result of the significant efforts of our member institutions, who realize the positive impacts of working together.**

**Some of the highlights from last year include:**

- Near completion of the $338M 12GeV upgrade at the Thomas Jefferson National Accelerator Facility, which will be fully commissioned this year. Under the stewardship of Jefferson Science Associates (JSA) — of which SURA is the majority and administrative member — JLab earned a solid “A” grade for “mission accomplishment” in science from the Department of Energy last year.

- Growing our partnership with the Commonwealth of Virginia, which continues to invest in the science and economic impact of Jefferson Lab. SURA’s now secured nearly $6.4M for preliminary planning funds to help the lab attract a $1B Electron Ion Collider as the next generation nuclear physics project for the Department of Energy.

- A coastal and environmental research program supported by the National Oceanic and Atmospheric Administration (NOAA). SURA is poised to become an “Infrastructure as a Service Institution” as we build a team of researchers to identify, extract, analyze, and produce decision-making products from NOAA data.

- An IT incident response plan template to help institutions respond to hazardous IT events impacting operations, access, and security. Further, our leadership of the XSEDE program for minority serving institutions continues to earn the full support and funding from the National Science Foundation.

These and other accomplishments are summarized in this SURA 2016 Annual Report. We share this not only with a sense of pride in our success, but also with deep appreciation to our members and stakeholders. Thank you for being a part of SURA, and for helping build the research base critical to our nation’s future.

Sincerely,

Jerry P. Draayer
President & CEO

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**JSA Names New Director to Lead Jefferson Lab**

In early January 2017, Jefferson Science Associates, LLC named Stuart Henderson to become the new Director of the U.S. Department of Energy’s Thomas Jefferson National Accelerator Facility in Newport News, Virginia. Serving as the Director of the Advanced Photon Source Upgrade Project at DOE’s Argonne National Laboratory, Henderson assumes his responsibilities at JLab on April 3. “Stuart Henderson brings a great deal of experience and expertise to Jefferson Lab,” said Dr. Cherry Murray, Director of the Office of Science at the Department of Energy. “As an established and talented scientist, DOE has high expectations for the service he will provide to the lab and to the collaborative needs within the lab system for the nation.”

In his role as the Director of Jefferson Lab, Henderson will be responsible for leading and managing all lab initiatives and activities in support of a world-class research facility, including its strategic and long-range planning processes, as well as building a comprehensive relations program to serve and promote the interests of the lab and its users.

Henderson is an internationally recognized particle accelerator scientist. Prior to joining Argonne, he was the Associate Laboratory Director for Accelerators at Fermilab, responsible for its accelerator research, development, construction, and operations activities centered on accelerator-based particle physics. Prior to joining Fermilab, he spent nearly a decade at Oak Ridge National Laboratory’s Spallation Neutron Source (SNS), a billion-dollar U.S. Department of Energy Project. Before joining the DOE lab system, Henderson served as Senior Research Associate at Cornell University working on the performance and upgrades to the NSF-funded Cornell Electron Storage Ring and a Research Associate in particle physics at Harvard University. After receiving his B.S. in Chemistry from Vanderbilt University, Henderson earned a Ph.D. in Physics from Yale University.

Henderson replaces Hugh Montgomery, who became JLab Director in September 2008 and announced his retirement in January 2016.

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**JSA Initiatives Fund**

The JSA Initiatives Fund Program enables and supports projects, initiatives, and activities that further the scientific outreach, and promote the science and technology of Jefferson Lab. Most of the funds benefit the lab’s extended user community in ways that complement the basic and applied research missions. Now in its 12th year, the program is funded annually by the owners of JSA, SURA, and PAE Applied Technologies, and has provided almost $5M to support over 300 projects.

The 2016 IF Program included 37 new awards totaling $655K, with over $600K of contributing funds from other sources, enabling maximum leveraging of dollars spent. Sixty percent of the awarded funds support education and outreach activities at the lab. Twenty percent went toward support for meetings, workshops, and conferences, with the remainder supporting post-doc career development and other lab and users initiatives and activities.

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**IF Funds JSA Post Doctoral Research Grant Awardees**

JSA Board Vice Chair Jerry Draayer; Lab Deputy Director Robert Mckeeven; awardee Elena Long, U of NH; Users Group Board Chair Haydn Gao; and Lab Director Hugh Montgomery. Long’s proposal: Probing Short-Range Interactions with a Tensor Polarized Target.

**IF Funds JSA/JLab Patent Awards Event: Recognizing Innovation**

Nearly 50 current and former Jefferson Lab employees were recognized in September 2016 for inventions they created while carrying out their work at the Lab — unique innovations that resulted in 39 patents — awarded between 2011 and 2014. The reception in CEBAF Center included presentation of patent certificates and plaques commemorating the successes of the recipients. On hand to applaud their efforts were JSA Board Vice Chairs Jerry Draayer and Karl Williams, Lab Director Hugh Montgomery, and Lab Chief Technology Officer Drew Weisenberger. Guest speaker Zach Miller, a notable Tidewater-area entrepreneur who founded a regionally acclaimed business incubator, commended the inventors on their hard-earned achievements.

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**SURA’s mission is to advance collaborative research and education and to strengthen the scientific capabilities of its members and our nation.**
SURA Leads XSEDE Broadening Participation Program
SURA leads XSEDE’s Broadening Participation program for the National Science Foundation. Vital to the nation’s future, two of the program’s strategic goals are raising awareness of the value of advanced computing services, and the preparation of the current and next generation of scholars, researchers, and practitioners in their use.

SURA focuses its leadership on assisting under-represented minorities, women, and Minority Serving Institution faculty, in using advanced computing for their research, as well as incorporating computational and data science into their teaching. Engaging both researchers and institutions has allowed SURA to exceed its goals for attracting new users from underserved communities and ensuring their participation in the advanced cyberinfrastructure ecosystem.

The program’s annual conference was held in Miami in July.

Coastal and Ocean Modeling Testbed (COMT)
SURA continues to manage the Coastal and Ocean Modeling Testbed (COMT) on behalf of the National Oceanic and Atmospheric Administration. The current phase of the COMT, in its third year of activity, is funded at $1.05M. The program is expected to continue through August 31, 2018 without an annual re-compete.

In order to broaden national recognition of COMT, a project update was submitted for publication to EOS, a publication of the American Geophysical Union and was in press in early 2017. Further, a draft article for publication in Oceanography discusses both the previous SCIDOP program and COMT accomplishments. This paper will be co-authored by all project leads.

IT Incident Response Plan Template
In late 2015, SURA released the community-developed “IT Incident Response Plan Template.” This template, developed in the National Incident Management System (NIMS) format, provides a starting point for developing and documenting response procedures to various information technology incidents that impact institutional operations, access, or security, and allows easy integration into institutional All Hazards plans. During 2016, the template was downloaded from the SURA website more than 220 times (it can be found at: http://www6.sura.org/download/4830).

EarthCube
SURA completed its role in the NSF-funded EarthCube Test Enterprise Governance project in July 2016. As a funded participant, SURA provided oversight and guidance through its participation in the EarthCube Test Enterprise Governance Operational Management Advisory Group. The program is aimed at transforming the conduct of research through the development of community-guided cyberinfrastructure to integrate information and data across the geosciences.

SURA Executive Committee:
- E. Gordon Gee, West Virginia University, Chair
- Elizabeth J. Beise, University of Maryland, Vice-Chair
- Kevin Droegemeier, The University of Oklahoma
- David J. Ernst, Vanderbilt University
- Marc Holt, North Carolina State University
- Fred King, West Virginia University
- David C. Lee, The University of Georgia
- David P. Share, Mississippi State University
- Jerry P. Draayer, SURA President and CEO

Coastal and Ocean Modeling Testbed (COMT) is funded at $1.05M. The program is expected to continue through August 31, 2018 without an annual re-compete.

SURA helped facilitate participation by JLab users group members in the annual Nuclear Physics Day to lobby on Capitol Hill on March 14, 2016. This was our fourth year in a row working together with scientific users and government affairs representatives from the other two nuclear physics laboratories — the Facility for Rare Isotope Beams (FRIB) at Michigan State University and the Relativistic Heavy Ion Collider (RHIC) at Brookhaven National Lab in New York. Participation levels were roughly equal with two dozen user group members from each laboratory. SURA also participated in a DOE-sponsored National Science Day Lab Day on Capitol Hill the following month, which educated members of Congress and staff about the national labs.

EIC Planning Funds Approved by Virginia
After the 2015 funding of nearly $4M from Virginia to support planning for an Electron Ion Collider at JLab, SURA secured support in last year’s biennium budget for an additional $2.4M. The new funds will pay for preliminary research and development to reduce cost and risk as the project concept moves through the DOE. This comes in addition to over $1.3M in annual, general support to fund faculty positions and industry-led research that promote economic development in Virginia.

This award was presented by Draayer and SURA Board of Trustee Chair Betsy Beise of the University of Maryland at the SURA board meeting in Arlington, Virginia.

Zhong Lin Wang, the Hightower Chair in Materials Science and Engineering Regent’s Professor at Georgia Institute of Technology, received SURA’s Distinguished Scientist Award in April. The annual award goes to a research scientist whose extraordinary work fulfills the SURA mission to “advance collaborative research and education” in the Southeast and nation.

“Professor Wang represents the very finest in research leadership among our SURA member institutions,” said E. Gordon Gee, President of West Virginia University and Chair of the SURA Council of Presidents. “His work in the field of nanoscience is both exciting and cutting-edge — bringing distinction to himself, his institution, and our nation.”

Wang has authored and co-authored six scientific reference volumes and textbooks, over 1,100 peer-reviewed journal articles, and 45 review papers and book chapters; edited and co-edited 14 volumes of books on nanotechnology and held over 100 US and foreign patents. Dr. Wang is the world’s top-five most cited author in nanotechnology with his entire publications cited over 91,000 times.

Distinguished Service Awards Presented to U.S. Senator & NanoTech Scientist
SURA presented its 2016 Distinguished Friend of Science Award to U.S. Senator Mark Warner at its Board of Trustees meeting on November 3. The senator was honored for his extraordinary efforts to “advance collaborative research and education and to strengthen the scientific capabilities” of our nation. In presenting the award, SURA President Draayer acknowledged Warner as a tireless champion of the innovation agenda on Capitol Hill and an advocate for research and science investments.

As Governor of Virginia from 2002–06, Warner supported growing the state’s support for Jefferson Lab, restoring the level of funding lost during several years of state budget cuts. Funding was brought back to its historical $1.1M level under Warner. That support laid the groundwork for the 12GeV Upgrade contribution of $8M in the next governor’s term. That contribution helped keep the upgrade on schedule, ensuring the lab’s high reputation within the national lab complex. Governor Warner also participated in SURA’s 2003 announcement of AT&T’s donation of dark fiber to help grow the next generation IT infrastructure. Those assets helped leverage growth within regional research and education networking organizations within Virginia and across the country.
### Financials

#### Consolidated Statement of Financial Position

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<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>Cash</td>
<td>$1,292,507</td>
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<td>Accounts receivable, net</td>
<td>$27,112,975</td>
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<td>Investments, net</td>
<td>$20,848,683</td>
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<td>Property Plant Equipment, net</td>
<td>$1,033,359</td>
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<td>Other Assets</td>
<td>$208,836</td>
<td>$271,836</td>
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<td><strong>Total Assets</strong></td>
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<td>$44,922,644</td>
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<tr>
<th>LIABILITIES</th>
<th>2016</th>
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<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$23,665,338</td>
<td>$18,076,071</td>
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<td>Deferred Revenues</td>
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<td>Deferred Rent</td>
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<td>Other Liabilities</td>
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<td><strong>Total Liabilities</strong></td>
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<th>EQUITY</th>
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<td><strong>NET ASSETS</strong></td>
<td>$15,061,276</td>
<td>$15,959,722</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$50,500,360</td>
<td>$44,922,644</td>
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</table>

#### Consolidated Statement of Activities

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<tr>
<th>REVENUES</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>DOE Contract Revenues</td>
<td>$179,728,483</td>
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<td>DOE Management Fees</td>
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<td>Grants Revenues</td>
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<td>Commonwealth of Virginia Funding</td>
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<td>Membership Dues</td>
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<td>Other Revenues</td>
<td>$1,726,980</td>
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<td><strong>Total Revenues</strong></td>
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<tr>
<th>EXPENSES</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>Salaries and Fringe Benefits</td>
<td>$91,462,457</td>
<td>$88,906,953</td>
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<tr>
<td>Operating and Other Expenses</td>
<td>$96,736,887</td>
<td>$75,379,192</td>
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<td><strong>Total Expenses</strong></td>
<td>$190,198,344</td>
<td>$164,286,145</td>
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<td>Operating (Loss) Income</td>
<td>$(2,624,094)</td>
<td>$(2,916,650)</td>
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<td>Non-operating Income from Investments</td>
<td>$1,664,689</td>
<td>$794,970</td>
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<td><strong>Changing in Unrestricted Net Assets</strong></td>
<td>$(95,405)</td>
<td>$(2,121,680)</td>
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</table>

### Members

**Bringing together today's best and brightest minds for transformational research.**
SURA

The Southeastern Universities Research Association, Inc. (SURA) is a non-stock, non-profit consortium incorporated in the Commonwealth of Virginia in 1980 exclusively for charitable, scientific and educational purposes. The SURA membership is comprised of over 60 leading research institutions in the southern United States and Washington, DC. SURA's mission is to serve as an entity by which colleges, universities, and other organizations may cooperate with one another, government, and industry in developing and using laboratories and other research facilities, and in furthering knowledge and the application of that knowledge in the physical, biological, and other natural sciences and engineering.

SURA STAFF/LEADERSHIP

Linda Akli, Assistant Director for Training Education & Outreach  
Peter Bjonerud, Chief Financial Officer and Corporate Treasurer/JSA Treasurer  
Gary Crane, Director of IT Initiatives  
Jerry P. Draayer, President and CEO  
Rose Durham, Residence Facility Manager  
Larry Hare, Chief Development Officer  
Melissa Hicks, Residence Facility Assistant Manager  
John Holly, Program Administrator  
Derrick Jones, Residence Facility Host/Housekeeper  
William Jones, Controller  
Greg D. Kubiak, Chief Public Affairs Officer  
Elizabeth L. Lawson, Chief Governance Officer & Principal JSA/JLab Liaison Corporate Secretary / JSA Secretary  
Sara Madden, Executive Assistant to the President  
William Morris, Residence Facility Maintenance Support  
Russell Moy, General Counsel  
C. Reid Nichols, Coastal Research Program Manager  
A’Fenia Pirtle-Hubbard, Senior Staff Accountant  
Janette Stout, Director of Administration & Human Resource Services  
Don Wright, Director of Coastal Research