Bettering the workforce, bettering the future.
Thomas Jefferson National Accelerator Facility (Jefferson Lab) is a U.S. Department of Energy Office of Science national laboratory. Scientists worldwide utilize the lab’s unique particle accelerator, known as the Continuous Electron Beam Accelerator Facility (CEBAF), to probe the most basic building blocks of matter — helping us to better understand these particles and the forces that bind them — and ultimately our world. The laboratory uses its unique technology and skills to do advanced computing and applied research with industry and university partners.

Today, TJNAF has more than 800 staff and 1,600 scientific Users representing 38 countries worldwide.
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What DEIA means to all of us...

“Fostering an inclusive work environment encourages collaboration across the community, leads to a greater exploration of ideas, and is key to the success of the Lab’s mission. Diversity should be embraced in all forms, placing emphasis on positive experiences for our employees, users, and all others that work or visit the Jefferson Lab campus. In all instances, we must strive to hold ourselves accountable and lead by example.”

“I call for everyone within the Jefferson Lab Community to exemplify the values of professionalism and respect, as well as cultivate a supportive environment where we acknowledge the opinions of others, enhancing scientific discourse with every exchange.”

- Stuart Henderson, Lab Director
Our Values – DEIA at the Core

Our lab community is expected to uphold core values of safety, diversity, inclusion and respect.

Safety:
Pursuing safety, health, and environmental protection—serving as an example to others.

Diversity/Inclusion/Respect:
Advocating these lab-wide, valuing individuality and variety among people, treating them with fairness and courtesy.

Communication:
Giving timely information, patiently hearing others, asking questions to understand.

Accountability:
Taking responsibility for tasks delegated, following them through to completion, standing up for decisions made.

Service Focus/Teamwork:
Meeting expectations and requirements of DEIA stakeholders, working well with others, maintaining effective relationships.
Our DEIA Journey

- DEIA Climate Surveys
- DEIA Council
- Community Standards
- Full Time DEIA Program Lead
- Expanded DEIA Webpage Delivering Additional Resources
- Revised Exit Interview for Clearer Understanding of DEIA Challenges
- Normalizing Hybrid Work
- Demographic Groups and Leadership Sponsors
- Individual Career Profile Deployment
- Scientific and Technical Staff Salary Survey
- Family Friendly Benefits
- Women/URM* Outreach Engagements
- Expanded STEM Programs

*Underrepresented Minority
Our world-leading research institution annually equips one-third of all nuclear physics Ph.D.s in the United States. Our explorations into the atom’s nucleus give unprecedented insight into the particles and forces that build our visible universe. Jefferson Science Associates operates the lab, established in 1984 in Newport News, Virginia, for DOE’s Office of Science.

Pursuits with excellence: We deploy unique technologies and employ vast expertise to perform advanced computing and applied research with industry and university partners.

Careers with purpose: We educate the next generation in science and technology.

Futures with promise: We equip students and teachers to build critical knowledge and skills for a brighter future.

810 employees
1,600+ users
38 countries

25 joint faculty appointments
20 postdoc researchers
10 undergraduate students
1,559 visiting scientists

Race/Ethnicity
- minority 26%
- non-minority 72%
- two or more races ~2%

Gender
- female 26%
- male 74%
DEIA Goals

The goals of the DEIA Program are to:

- Intentionally create and sustain a professional, ethical, and respectful work environment in which everyone contributes to the lab’s mission while striving for a fully inclusive and psychologically safe workplace. This includes deliberate and thoughtful engagement with colleagues.

- Build an exceptional workforce that reflects our diverse community. This may require stepping outside of comfort zones to encourage and listen to perspectives dissimilar to our own, giving everyone an opportunity to be heard and understood.

- Maintain transparency in our communications. Actively promote results and successes in building a diverse and inclusive environment and propose improvements in any areas where we fall short.

- Increase diversity within the lab and the broader scientific/engineering communities in the nation by recruiting, retaining, and developing a diverse and talented workforce, while fostering a diverse STEM pipeline through progressive science education and community outreach programs.
Our Challenges and Goals

We have work to do!

Challenges:
- Turn these into chances for the lab to succeed.
- Spotlight women and minorities, notably in research/technical fields.
- Keep staff accountable on DEIA results.
- Enhance underrepresented groups’ (URGs’) access to career opportunities.
- Invest in developing employees.
- Upskill line management for tomorrow’s workforce.

Goals:
- Close the lab’s URG gaps within the next decade.
- Recruit, retain, and develop a diverse and talented workforce.
- Foster a diverse STEM pipeline through progressive science education and community outreach programs.

Objectives:
- Accomplish those goals by doing the following:
  - Enhance partnerships with Minority Serving Institutions (MSI) and Historically Black Colleges and Universities (HBCU).
  - Expand internship opportunities.
  - Increase attention on workforce development and succession planning.
  - Expand footprint as a local, regional community partner.
Jefferson Lab Diversity, Equity, Inclusion and Accessibility FY22 Report

DEIA Strategic Plan

Goal
Create a lab that mirrors the rich diversity of the U.S. population

Structure
Leadership Sponsors
DEIA Council
Associate Council
Honorary Members

Strategy
Bottom-up initiatives
Top-down transparency
Visible leadership advocacy and action

Systems
Lab/Division Survey as baseline
Division Performance tracker
Bi-annual Leader Sponsor updates
Staff DEIA goals

Staffing
Visible Leadership Engagement at all levels
Leader Sponsors and DEIA Council members
Entire Lab Community

Style
Passion and Commitment
Crucial Conversations
Integrated Approach
Continuous Improvement

Our Goal, Once Realized…
→ Creates and sustains a professional, ethical, and respectful work environment.
→ Builds and maintains an exceptional workforce.
→ Keeps our communications transparent.
→ Increases diversity within the lab.

Jefferson Lab Diversity, Equity, Inclusion and Accessibility FY22 Report
DEIA Council

Council members comprise a diverse crosscut of the entire lab to...
  → Report goals and progress to the HR Director and Lab Director annually.
  → Influence lab culture, identify roadblocks, and both liaise and advocate for actions furthering an inclusive environment.

Division leadership
  → Nominate Council Ambassadors and Associate Members.

DIVISION/DEPARTMENT COUNCIL AMBASSADORS

HUMAN RESOURCES
Rhonda Barbosa (CHRO)
rbarbosa@jlab.org

COUNCIL CHAIR
Roif Emer
roif.emer@jlab.org

COUNCIL CHAIR
Camille Ginsburg
ginsburg@jlab.org

DEI PROGRAM MANAGER
Aurora Reali
aurola@jlab.org

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CDO
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CPO
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PHY
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THY
Christian Weiss
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USER
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ASSOCIATE AMBASSADORS

Sarah Ballard, Myung Bang, Rhonda Bell, Anuthi Boykins, Real Briceno, Jessie Butler, Joanna Griffin, Joshua Ormen, Adam Stavola

HONORARY AMBASSADORS-AT-LARGE

Kelly Allmon, Ramakrishna Badimanchi, Amy Conner, James Davenport, Yulia Furlanov, Gina Lawson, Andrew Lumanog, Paul Powers, Jennifer Williams, Shirley Yang
Employee Engagement and Satisfaction

1. Lab-wide Inclusion Survey by Culture Amp launched January 2020.

2. Factors assessed: belonging, decision-making, engagement, fairness, opportunities, and voice.

3. Participation results:
   - 70% staff
   - 18% Users
   - 1,100 comments yielding valuable insight

4. In response: hosted a combined 29 meetings between Divisional and Demographic Focus Groups—to have deeper conversations, to...
   - Identify and understand gaps in the survey results.
   - Propose action plans to leadership furthering the lab’s DEIA culture.
**Inclusion Survey: Actions Taken**

- Survey results communicated to all staff and the Scientific User Community.

- Nine Core Demographic groups led by senior leadership were established to address survey feedback and identify solutions for progress.

- Divisional accountability for DEIA Goals with progress reported quarterly at the DEIA Council.

- Annual meeting with Lab Director and DEIA Council to report progress, gaps and plans.
Demographic Focus Groups

Survey Results identified nine core demographic groups to focus with Leadership Sponsorship.

1. Age/Generation – Staff and Users who are 33-44 years of age.
2. Disability – Staff and Users living with Disabilities.
3. Gender – Women Staff and Users.
4. LGBTQ+ – Staff and Users who are LGBTQ+ and Allies.
5. Race – Black/African American.
6. Role
   - Technicians – Welders, CAD Designers, Accelerator Operators, Assembly, Mechanical and Electrical Technicians.
   - Staff Administrators and Administrative Support
7. Tenure – Staff with 7-9 years of employment.
8. Veterans – Staff and Users who are Veterans.
### Demographic Focus Group Feedback (Part 1)

<table>
<thead>
<tr>
<th>Group</th>
<th>Feedback</th>
<th>Progress</th>
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</table>
| Disability | Lack of empathy, lack of understanding of invisible disabilities | → Address areas of misunderstanding.  
→ Increase awareness of such disabilities. |
| Gender | Undervalued and disrespected by colleagues; contributions not recognized | → Increase staff accountability (including supervisors) and consequences.  
→ Introduce paid parental leave benefit to recruit and retain women.  
→ Champion Individual Career Plan (ICP) tool for career development and planning.  
→ Ensure equal professional-development opportunities for advancing women. |
| LGBTQ+ | Lack of recognition, respect; insensitive behaviors from lack of awareness | → Improve recognition of LGBTQ+ community members (e.g., increase platforms).  
→ Enhance lab-wide knowledge of LGBTQ+ community ethics. |
| Race | Lack of recognition, respect, and advancement opportunities; increase diversity as represented in Lab Leadership | → Improve communications between supervisors and staff in quantity and quality.  
→ Empower staff to leverage the ICP to engage in career conversations.  
→ Expand knowledge of the promotion process. |
## Demographic Focus Group Feedback (Part 2)

<table>
<thead>
<tr>
<th>Group</th>
<th>Feedback</th>
<th>Progress</th>
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</table>
| Role – Staff Administrator/Admin Assistants | Performance review process and actionable feedback missing; lack of career progression opportunities | ➔ Improve supervisor-staff communications in both quantity and quality.  
 ➔ Engage staff and management proactively in career pathing and development using ICP. Requires dual ownership of conversation and realistic assessment of development paths.  
 ➔ Expand knowledge of the promotion process. |
| Role – Technician          | Lack of opportunities for term employees; skills undervalued and underappreciated | ➔ Assess extending term employments “1+” years for full-time technician roles.  
 ➔ Partner with technician workforce on outreach to develop students—enhance the technical/skilled trades pipeline.  
 ➔ Proactively identify ICP career pathing and development options (dual ownership). |
| Tenure                    | Stagnant growth opportunities                                             | ➔ Expand understanding of promotion process for both staff and supervisors.  
 ➔ Employees and supervisors co-identify inhibitors to staff qualifying for promotions.  
 ➔ Leverage ICP to identify career pathing options. |
| Veterans                  | Difficulty assimilating to civilian culture; veteran recruitment lacking  | ➔ Identify areas to ease military veterans’ transition into civilian workplace.  
 ➔ Familiarize recruitment/hiring teams with military experiences and skill sets. |
## Demographic Focus Group Progress (Part 1)

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<th>Group</th>
<th>Progress</th>
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| Disability | ➔ Held National Disability Employment Awareness Month (NDEAM) Virtual event to increase awareness and ways to support workforce inclusion.  
            ➔ Partnered with Optima and offered two webinars on Mental Health Awareness.  
            ➔ Introduced DEIA Corner feature on JLab Newsletter to share real-time information on DEIA resources.  
            ➔ Installed accessibility turnstile, providing ease of access to accelerator and experimental halls.  
            ➔ Removed physical and mental requirements from job postings to promote inclusion.  
            ➔ Provide reasonable accommodations and highlighting them as part of our careers page inclusion statement. |
| Gender   | ➔ Paid Parental Leave implemented May 2022 as a part of JSA benefit portfolio.  
            ➔ Mother’s/Wellness Rooms provided in various areas for lactating parents.  
            ➔ In FY22, 22% of promotions were women, which is on target based on the 24% women population at Jefferson Lab.  
            ➔ Remote Work Policy formalized and implemented April 2022. |
| LGBTQ+   | ➔ Facilitated LGBTQ+ PRIDE Virtual events in June, inviting leaders and community advocates from the LGBTQ+ community to share their personal stories and best practices.  
            ➔ Paid Parental Leave is inclusive of same sex families. |
### Demographic Focus Group Progress (Part 2)

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<th>Group</th>
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| Race  | - Facilitated quarterly sessions on the promotions and salary determination process to increase awareness and understanding.  
      | - Provided an overview of hiring and reasons for attrition specific to Black/Female and Minority workforce to encourage conversation on ways to enhance outreach and retention efforts.  
      | - New lab-wide benefits (Paid Parental Leave, Remote Work Policy) introduced to all staff Spring 2022. |
| Role – Staff Administrators/ Administrative Support | - Training for all Administrative Support staff to provide real-time skills has been ongoing on a monthly basis.  
                                                      | - New lab-wide benefits (Paid Parental Leave, Remote Work Policy) introduced to all staff Spring 2022.  
                                                      | - Continued engagement and promotion of ICP for all staff to communicate career pathing and development. Required dual ownership of conversation and realistic assessment of development paths.  
                                                      | - Compensation/Promotion processes seminars have been consistently promoted at the lab with more than 50% of staff attending. |
| Role – Technicians | - To support career pathing, two new technician classification levels were added to the job series.  
                           | - Addressing individual concerns raised during focus group sessions to improve work environment and team dynamics.  
                           | - Facilitated quarterly sessions to increase awareness and understanding of the promotion and salary determination process. |
### Demographic Focus Group Progress (Part 3)

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<th>Group</th>
<th>Progress</th>
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<td><strong>Tenure</strong></td>
<td>→ Reviewed information and resources on job-related training and education reimbursement program offerings.</td>
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<td>→ Facilitated quarterly sessions to increase understanding and awareness of promotion and salary determination process.</td>
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<td>→ Evaluated micro-learning module offerings to provide on-demand learning opportunities.</td>
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<tr>
<td><strong>Veterans</strong></td>
<td>→ Launched Veteran Mentoring Program November 2021 (12% of staff are self-declared veterans). Engaged in intentional outreach and partnership with staff veterans to participate in various job fairs (i.e., Hampton Roads Veterans Employment Center Event, Recruit Military, Fort Eustis Military Job Fair).</td>
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<td>→ Invited Tayla Duarte, veteran and DOE scholar, to the lab May 2022 to host roundtable discussion with Jefferson Lab veterans.</td>
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<td>→ Continued annual tradition of recognizing veterans with speaker and cake to celebrate Veteran’s Day.</td>
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<td>→ Jefferson Lab continues to be a proud V3 (Virginia Values Veterans) certified company.</td>
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# DEIA in Action: Significant Impacts for 2022

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<tr>
<th>Impact Focal Point</th>
<th>Significant Accomplishments</th>
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| **Communication**          | ➔ Senior leadership hosted **18 demographic focus group meetings** to solicit feedback in a psychologically safe space.  
 ➔ Established biweekly DEIA Corner in Weekly Briefs to increase awareness and conversation.  
 ➔ Updated DEIA website with real-time resources.                                                                                                                                                                                                                                                                                                                                                           |
| **Compensation**           | ➔ Continued communication and transparency of lab’s compensation philosophy and promotion process. Since its launch, **12 sessions facilitated with 456 attendees.**                                                                                                                                                                                                                                                                                       |
| **Inclusion Culture**      | ➔ Partnered with hiring managers to create **diverse hiring panel representation** for all positions.  
 ➔ Launched Veteran Mentoring Program to provide transitioning veterans an opportunity to be paired with experienced Jefferson Lab veterans to assist with assimilation to the lab.  
 ➔ Held quarterly **Get Connected Events** to foster inclusive culture-bridging meet-n-greets for new and seasoned staff.                                                                                                                                                                                                                     |
| **Work-Life Balance**      | ➔ **Launched Paid Parental Leave**. ~10 staff have utilized benefit to date.  
 ➔ Implemented **Remote Work Policy** to adapt to a changing workforce. To date, 60% of staff have been approved for some form of remote work.                                                                                                                                                                                                                       |
| **Talent Management**      | ➔ **385 Individual Career Plans in progress** — aiding in succession planning and targeted career development.  
 ➔ Overhauled, introduced DEIA training portfolio and management development curriculum, **Completed 13 sessions for Safe Zone/LGBTQ+ and Overcoming Barriers to Communication courses** with 154 staff attending.  
 ➔ 788 attended newly launched courses on remote work to upskill line management.                                                                                                                                                                                                                       |
| **Recruitment and Retention** | ➔ **Filled 168 positions** from October 1 — September 30, 2022 (115 External, 53 Internal).  
 ➔ Noted: Internal staff accounted for 32% of filled jobs — **64% resulting in a promotion were filled.**  
 ➔ **Senior Lab Leadership female/minority representation increased:** of the 4 openings, 2 filled with women (Physics Associate Director, Chief Innovation Officer) and 1 with a minority (Chief Operating Officer).  
 ➔ Lab attrition was 10%                                                                                                                                                                                                                                                      |
FY22/FY23 Staff and Scientific User Community Events

Seven DEIA Virtual events held with 295 attendees.

Jefferson Lab Diversity, Equity, Inclusion and Accessibility FY22 Report
Jefferson Lab’s Diversity, Equity, Inclusion and Accessibility Council recognizes women in STEM fields who have made a difference in the work we do at the lab today. The scientists, engineers and inventors on the wall panel were selected by members of Lab Leadership for the contributions they have made to their respective fields.
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<th>Group</th>
<th>Progress</th>
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| Accelerator Operations, Research and Development | - 21% of staff have completed an ICP.  
- Division leadership trained on Compensation/Promotion process. |
| Chief Financial Office                    | - All staff on a virtual or remote work arrangement.  
- 29% of staff have completed an ICP.  
- Ongoing training provided to all Accounting and Finance staff in FY22.  
- Training resources provided through Contractor Acquisition University (DOE).  
- Procurement had 5 new hires and 6 internal job promotions. Accounting and Finance had a total of 8 new hires and 3 internal job promotions. |
| Chief Operating Office                    | - 61% of staff have completed an ICP.  
- Performance Assurance and Legal Departments had 100% ICPs submitted and reviewed by their supervisor.  
- Quarterly communications with the COO held and will continue into the new fiscal year. |
| Chief Planning Office                     | - 32% of staff have completed an ICP.  
- Quarterly division meetings scheduled to begin in FY23. Currently, all departments under CPO meet monthly. |
| Computer Science and Technology           | - To foster inclusion, a process was implemented where staff can have a “legal name” and a “professional name” in the J List database.  
- Hosted Divisional-level “Get Connected” events (e.g., Chili Cook off Contest) to foster teambuilding among hybrid staff. |
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| Engineering                       | → 22% of staff have completed an ICP.  
→ Facilitated Effective Appraisal Training.                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Environment, Safety and Health    | → 32% of staff submitted ICPs that have been reviewed by their supervisor.  
→ All ES&H group leaders meet weekly with staff.  
→ All staff requests for training and certifications funded and approved.                                                                                                                                                                                                                                                                                                                                                                           |
| Experimental Nuclear Physics      | → 33% of staff have completed an ICP.  
→ Dien Nguyen was awarded the Nathan Isgur Postdoctoral Fellowship in Nuclear Experiment. This fellowship program aims to attract the best and brightest early career nuclear physicists who can significantly contribute to the lab’s scientific program. Nguyen is the first women to receive this prestigious award.  
→ Continued to support STEP UP* partnership with Facility for Rare Isotopes Beams to engage young minority researchers in nuclear science.  
→ Continued to have all-hands meetings on a quarterly basis to increase communication and recognize employee contributions.                                                                                                                                                                                                                                                                               |
| Facilities Management and Logistics | → 34% of staff have completed an ICP.  
→ Biannual all-hands FM&L division meetings with each sub-group meeting regularly.  
→ Facilities Feedback Form completed to provide premier customer service to all.  
→ Finalized resolutions to discuss Effective Communication and Creating a Culture of Respect.                                                                                                                                                                                                                                                                                                                                                      |
| Theoretical and Computational Physics | → Championed DEIA considerations for candidates for joint ODU staff position and broadened outreach efforts to ensure diverse applicants.  
→ Implemented onboarding procedure for integration of junior group members to include sit-down with group leader, walk-through with group members, and introductory seminar adapted to a post-pandemic in-person working environment.  
→ Created webpage informing about outreach opportunities in science at all levels (universities, schools, general public) and recognized individual efforts.  
→ Held in-person group retreat for strategic planning in June 2022.                                                                                                                                                                                                                                                                                                                                                                 |

*STEP UP is a national organization of physics teachers, researchers, and professional societies that designs high-school physics lessons to inspire young women to pursue physics in college. It is a joint initiative between FRIB and the Thomas Jefferson National Accelerator Facility.
DEIA Planned Initiatives

» Launch Inclusion Survey early 2023 (Staff and Scientific User Community) and benchmark progress from 2020 survey.

» Expand learning and development training curriculum for management.

» Virtually launch “The Road to Jefferson Lab” as a targeted outreach event inviting Minority Serving Institutions (MSIs) and Historically Black Colleges and Universities (HBCUs) to learn more about our organization, hear from division leaders and explore career opportunities we have for their students.

» To optimize mentoring efforts, TJNAs Individual Career Profile (ICP), a tool used for employees to communicate their own career aspirations and inform leadership of professional development that is forward looking and grounded in talent management, will be extended to include postdocs. Human Resources is partnering with Experimental and Theoretical Physics leaders to create an ICP just for postdocs that will allow for real-time identification of needed skills and targeted professional development.
Making a Difference

Jefferson Lab fosters an organizational environment committed to giving back to the communities we serve.

We engage with small businesses and other diverse organizations for our supplier needs, partner with area schools and universities to educate, increase minority representation in STEM, and collaborate with corporations and businesses making an impact in the communities where we live and work.
Supplier diversity

Jefferson Lab’s Procurement Office provides opportunities for businesses to engage with the lab in support of the scientific mission. We work with a diverse group of businesses to procure a broad range of products and services.

During FY22, we awarded $25.4M of our $56.2M procurement spend in six small business categories, and we consistently achieve exceptional results with our small business programs:

- Small Business
- Small Disadvantaged Business
- Small Women-Owned Business
- Veteran-Owned Small Business
- Service-Disabled Veteran Small Business
- HUBZone (Historically Underutilized Business Zone)

- Dedicated Small Business Program Liaison within the Procurement Office
- Participate in vendor fairs, DOE Small Business Fair, Vendor Outreach programs, including hosting on-site vendor fairs
Giving Back — Community Impact

- Individual staff members do participate in/donate to various causes outside of lab-sponsored events such as Meals on Wheels, search-and-rescue volunteerism, scouting, mentoring, etc.
STEM Education/Volunteerism - impacting 10,000+ students each year
- Mentoring programs through the Department of Energy Science Undergraduate Laboratory Internships (SULI) and National Science Foundation Research Experiences for Undergraduates (NSF REU), ongoing Community College Internships program, Governors School program.
- Annual Engineers Day and Introduce a Girl to Engineering Day.
- BEAMS program events, after-school SAT teacher programs.
- Science Bowls for middle and high schools.
- Virginia Standards of Learning interactive resources.
- Field-trips: “Physics Fest” at Jefferson Lab.
- Frostbite Theater on YouTube.
- M/FURA assistantship program.

REYES – Remote Experience for Young Engineers and Scientists.
- Free live webcasts featuring esteemed speakers, panelists for aspiring scientists.
- Global audience reach, even engaging Latinx high school students.
- 7,000+ participants from 115 countries, 20,000+ views.

Talks/Tours/Open House
- Bite-Size Science Series (lunchtime virtual lectures).
- SciED interactive field trip.

JSA* Initiatives Fund
- Support of non-mission-essential programs that benefit the lab, science, STEM communities.

* Jefferson Science Associates, LLC (JSA) is a wholly owned subsidiary of the Southeastern Universities Research Association (SURA), whose mission is to advance collaborative research and education and to strengthen the scientific capabilities of its members and our nation.
Community Impact

Promoting technological opportunities and mentoring tomorrow’s scientists and engineers

- 180+ patents have been awarded to Jefferson Lab’s scientists and engineers
- 200+ experiments carried out
- 1,500+ researchers use lab facilities to conduct experiments
- Lab is among Hampton Roads’ largest high-tech employers; has a significant economic impact at the local, regional and national levels
- Responsible for 4,422 jobs and generates an economic output of $679.1M across the U.S. for the Commonwealth of Virginia

Promotes its technological advancements to the commercial sector; and mentors tomorrow’s scientists and engineers