

SPONSORED RESEARCH AGREEMENT

Agreement, made this 19th day of January, 2022, by and between the Board of Trustees of the University of Arkansas acting for and on behalf of the University of Arkansas at Little Rock, with a principal office at 2801 South University Avenue, Little Rock, Arkansas 72204 (hereinafter referred to as "University"), and Walmart, Inc., an Arkansas corporation with business offices in Bentonville, Arkansas (hereinafter referred to as "Company"),

WITNESSETH:

WHEREAS, Company is an American multinational corporation that engages in retail and wholesale business; and

WHEREAS, Company is interested in providing funds to University for research to support an Enhanced Community Policing Project; and

WHEREAS, University has research facilities and situations that would allow investigation and study within the field of Police Reform and Enhanced Community Policing as described in Appendix A (hereinafter referred to and defined below as "Research"), a copy of which is attached hereto and incorporated herein by reference; and

WHEREAS, in consideration of the premises and the mutual covenants and agreements herein contained and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto have agreed as follows:

1. Definitions. As used in this Agreement, each term listed below shall have the meaning which is given after it:

a. Company Invention: Any Invention made, conceived or first reduced to practice solely by an employee or agent of Company or its Affiliates.

b. Affiliate: Any corporation, firm, partnership or other legal entity which, directly or indirectly, is controlled by, is in control of or under common control with the Party in question. For purposes of the foregoing "control" means ownership of at least fifty-one percent (51%) of the equity having the power to vote on or otherwise direct the affairs of the entity.

c. Effective Date: Date first hereinabove written.

d. Facilities: University's research facilities at the University of Arkansas at Little Rock, 2801 South University Avenue, Little Rock, Arkansas 72204.

e. Field: Racial Justice and Criminal Justice Reform

f. Invention: Any new and useful formula, design, process, procedure, method, know-how, composition of matter, device, apparatus, or product, or any improvement

thereof, whether or not patentable, made, conceived or first reduced to practice pursuant to the Research.

g. Joint Invention: Any Invention made, conceived or first reduced to practice jointly by (i) Principal Investigator and/or the Researchers and (ii) employees or agents of Company and/or its Affiliates.

h. Co-Principal Investigators: andré douglas pond cummings and Anastasia Boles.

i. Research: Research conducted through individual Research Projects by Principal Investigators, the Researchers, Company and/or its Affiliates within the Field and funded by Company under this Agreement but excluding research conducted by Principal Investigator or the Researchers within the Field pursuant to research agreements with and funded by third parties, including agencies of the United States Government.

j. Research Projects: Those research projects described in Appendix A as such Appendix A may be amended from time to time by the mutual agreement of the University and Company.

k. Researchers: Principal Investigator's associates and colleagues in who work with the Principal Investigator on the Research Projects.

l. University Invention: Any Invention made, conceived or first reduced to practice solely by Principal Investigator and/or the Researchers.

2. Evaluation. Company agrees to engage the services of University as an independent contractor to perform the Research. The Research will be under the supervision of Principal Investigators with the assistance of the Researchers at the Facilities as may be required.

3. Research. University agrees as an independent contractor to conduct the Research. Such Research was originally approved by University in accordance with University policy and may be subsequently amended only in accordance with University policy and the written agreement of University and Company as provided for in Article 17 hereinbelow.

a. University shall commence the performance of Research promptly after the Effective Date of this Agreement, and shall use its best efforts to perform such Research in accordance with the terms and conditions of this Agreement.

b. In the event that the Principal Investigators become unable or unwilling to continue Research and a mutually acceptable substitute is not available, and the University thereby is unable to complete Research in accordance with this Agreement, University and/or Company shall have the option to terminate said Research.

c. Written program reports shall be provided by University to Company on an annual basis, and a final report shall be submitted by University within sixty (60) days of the conclusion of the Research, or early termination of this Agreement.

4. Award. Company agrees to pay University a fee of Two Hundred Ten Thousand and NO/100 Dollars (\$210,000.00) for all direct and F&A (Facilities and Administrative or indirect) cost incurred in the performance of the Research. This fee shall be payable in two installments, the first installment of One Hundred Ten Thousand Dollars and NO/100 Dollars (\$110,000) and the second installment of One Hundred Thousand Dollars and NO/100 Dollars (\$100,000) each by Company to University. The first such installment shall be due within ten (10) days of the date of execution of this Agreement. The second such installment shall be due within the second quarter of 2022, but by June 30, 2022. The current Institutional Indirect Cost Rate for Industry Sponsored Research activities on campus is 26.0%

5. Basic Term. This Agreement shall become effective as of the date first hereinabove written and, unless earlier terminated as hereinafter provided, shall continue in force for a period of two (2) years after the same. It is contemplated by the parties that a third year will be necessary for completion of the Research Project and the parties may subsequently agree to a third year of funding and Research.

6. Invention and Patents.

a. University Inventions shall be and remain the sole property of University. Company Inventions shall be and remain the sole property of Company. Joint Inventions shall be jointly and equally owned by University and Company, each with an undivided one-half (½) interest.

b. In the event that an Invention is made, University and Company agree to give notice of such Invention to each other within sixty (60) days of the identification of such Invention. Within sixty (60) days of notice of Invention, University and Company will thereupon exert their best reasonable efforts in cooperation with each other to investigate, evaluate and determine to the mutual satisfaction of both parties, the disposition of rights to the Invention, including whether, by whom, and where any patent applications are to be filed.

c. If, after consultation with Company, it is agreed by the parties that a patent application should be filed, University will prepare and file appropriate United States and foreign patent applications on University and Joint Inventions made under this Agreement, and Company will pay the cost of preparing, filing and maintenance thereof. If Company notifies University that it does not intend to pay the costs of an application, or if Company does not respond or make an effort to agree with University on the disposition of rights to the University or Joint Invention, then University may file such application at its own expense, and Company shall have no rights to such Invention. University will provide Company a copy of the application filed for which Company has paid the cost of filing, as well as copies of any documents received or filed during prosecution thereof. Company agrees to maintain any such application in confidence until it is published by University or by the respective patent office.

→ 1/19/22

d. University hereby grants Company an option to negotiate and acquire an exclusive, world-wide, royalty-bearing license to a University or Joint Invention (as well as patent applications, patents, and copyrights thereof) for commercial purposes, provided that Company shall pay all costs and expenses associated with patent and copyright filing, prosecution, issuance, and maintenance. Company shall have one hundred and twenty (120) days from the date of notice of the Invention from University pursuant to Article 6(b) hereinabove, to give written notice to University exercising said option.

e. In the event that Company elects to exercise its option to negotiate and acquire such a license in the time and manner provided in Article 6(d) hereinabove, the parties agree to enter into good faith negotiations regarding the terms and conditions of said license and further agree to negotiate license fee rates and other payments that are fair and reasonable to both parties.

f. In the event that parties fail to reach an agreement regarding the terms and conditions of said license, within one hundred and twenty (120) days after Company's notification to University of Company's exercise of said option pursuant to Articles 6(d) and (e) hereinabove, University shall have the right to enter into license agreements concerning the same Inventions with third parties; provided, however, that during the term of this Agreement University shall not enter into any such license agreements with third parties if the terms and conditions thereof are not, in general, more favorable to the University than those terms and conditions last proposed by Company prior to the expiration of the one hundred and twenty (120) days negotiation period provided for herein, unless University has offered the new terms and conditions to Company, and Company has refused to accept them.

7. Confidentiality. Because University and Company will be cooperating with each other in this Research, and because each may reveal to the other in the course of this Research certain confidential information, University and Company agree to hold any confidential information which (a) is obtained during the course of this work and (b) is related thereto in confidence, and each party will not disclose same to any third party without the express written consent of the other party to this Agreement. This requirement shall remain in full force for a period of five (5) years following completion of work under this Agreement. Nothing in this paragraph shall in any way restrict the rights of either University or Company to use, disclose or otherwise deal with any information which:

a. Can be demonstrated to have been in public domain as of the effective date of this Agreement or comes into the public domain through the term of this Agreement through no act of the recipient; or

b. Can be demonstrated to have been known to the recipient prior to the execution of this Agreement; or

c. Can be demonstrated to have been rightfully received by the recipient after disclosure under this Agreement from a third party who did not require the recipient to hold it in confidence or limit its use and who did not acquire it, directly or indirectly, under obligation of confidentiality to the disclosing party; or

d. Shall be required for disclosure to Federal regulatory agencies pursuant to approval for use; or

e. Can be demonstrated to have been independently invented by researchers of the recipient who have not had access to the Information provided to the recipient hereunder.

f. Nothing herein is intended to give Company the right to use for any purpose pre-existing confidential information of University. Notwithstanding the confidentiality obligations of this Agreement, nothing herein shall prevent University from using any information generated hereunder for ordinary research and educational purposes of a university.

8. Publication Rights. Notwithstanding the provisions of Article 7 of this Agreement, University may publish scientific papers relating to the Research under this Agreement. In the event that University wishes to publish, University shall notify Company of its desire to publish at least thirty (30) days in advance of publication and shall furnish to Company a written description of the subject matter of the publication in order to permit Company to review the material for confidential information provided by Company and assess the patentability of any Invention described in the proposed publication.

9. Publicity. University acknowledges Company's intention to distribute periodically informational releases and announcements to the news media regarding the progress of research hereunder. Company shall not release such materials containing the name of University or any of its employees without prior written approval by an authorized representative of University, and said approval shall not be unreasonably withheld. Should University reject the news release, University and Company agree to discuss the reasons for University's rejection, and every effort shall be made to develop an appropriate informational news release within the bounds of accepted academic practices. Company reserves the same right in the event that University desires to distribute a news release concerning the research program. Nothing herein shall be construed as prohibiting University or Company from reporting on this study to a governmental agency.

10. Responsibility. The parties each agree to assume individual responsibility for the actions and omissions of their respective employees, agents and assigns in conjunction with this Research.

11. Independent Contractor. Company will not have the right to direct or control the activities of University in performing the services provided herein, and University shall perform services hereunder only as an independent contractor, and nothing herein contained shall be construed to be inconsistent with this relationship or status. Under no circumstances shall University be considered to be an employee or agent of Company. This Agreement shall not constitute, create or in any way be interpreted as a joint venture, partnership or formal business organization of any kind.

12. Title to Equipment. University shall retain title to all equipment purchased and/or fabricated by it with funds provided by Company under this Agreement.

13. Survivorship. The provisions of Article 6, 7, 8, 9, and 15 shall survive any expiration or termination of this Agreement.

14. Assignment. This Agreement may not be assigned by either party without the prior written consent of the other party; provided, however, that Company may assign this Agreement to any purchaser or transferee of all or substantially all of Company's business upon prior written notice to University.

15. Indemnification.

15.1 Under Arkansas law the University of Arkansas may not enter into a covenant or agreement to hold a party harmless or to indemnify a party from prospective damages. However, with respect to loss, expense, damage liability, claims or demands either at law or in equity, for actual or alleged patent, trademark, copyright or other property right infringement arising from the work performed under this agreement by the University and its employees or agents, the University agrees with Company that: (a) it will cooperate with Company in the defense of any action or claim brought against Company seeking the foregoing damages or relief; (b) it will in good faith cooperate with Company should Company present any claims of the foregoing nature against University to the Claims Commission of the State of Arkansas; (c) it will not take any action to frustrate or delay the prompt hearing on claims of the foregoing nature by the said Claims Commission and will make reasonable efforts to expedite said hearing; provided, however, the University reserves its right to assert in good faith all claims and defenses available to it in any proceeding in said Claims Commission or other appropriate forum. The obligations of this paragraph shall survive the expiration or termination of this agreement.

15.2 Company shall indemnify and hold harmless University, their regents, officers, agents and employees from any liability or loss resulting from judgments or claims against them arising out of the activities to be carried out pursuant to the obligations of this Agreement or the use by Company of the results of the Research, provided, however, that the following is excluded from Company's obligation to indemnify and hold harmless:

a. The negligent failure of University to comply with any applicable governmental requirements; or

b. The negligence or willful malfeasance by a trustee, officer, agent or employee of University.

16. Default and Termination. In the event that either party to this Agreement shall be in default of any of its material obligations hereunder and shall fail to remedy such default within thirty (30) days after receipt of written notice thereof, the party not in default shall have the option of terminating this Agreement by giving written notice thereof, notwithstanding anything to the contrary contained in this Agreement. Termination of this Agreement shall not affect the rights and obligations of the parties that accrued prior to the effective date of termination. Company shall pay University for all reasonable expenses incurred or committed to be expended as of the effective termination date, subject to the maximum amount as specified in Article 3.

17. Entire Agreement. The parties acknowledge that this Agreement and the attached Exhibits hereto represent the sole and entire Agreement between the parties hereto pertaining to the Research and that such supersedes all prior Agreements, understandings, negotiations and discussions between the parties regarding the same, whether oral or written. There are no warranties, representations or other Agreements between the parties in connection with the subject matter hereof except as specifically set forth herein. No supplement, amendment, alteration, modification, waiver or termination of this Agreement shall be binding unless executed in writing by the parties hereto.

18. Reform of Agreement. If any provision of this Agreement is, becomes or is deemed invalid, illegal or unenforceable in any United States jurisdiction, such provision shall be deemed amended to conform to applicable laws so as to be valid and enforceable; or if it cannot be so amended without materially altering the intention of the parties, it shall be stricken, and the remainder of this Agreement shall remain in full force and effect.

19. Notices. Any notices, statements, payments, or reports required by this Agreement shall be considered given if sent by United States Certified Mail, postage prepaid and addressed as follows:

If to University:

Office of Research and Sponsored Programs
University of Arkansas at Little Rock
2801 South University Avenue
Little Rock, AR 72204

University of Arkansas at Little Rock
Attn.: Office of General Counsel
2404 N. University Avenue
Little Rock, AR 72204

If to Company:

20. Captions. The captions in this Agreement are for convenience only and shall not be considered a part of or affect the construction or interpretation of any provision of this Agreement.

21. Governing Law. This Agreement shall be governed and interpreted in accordance with the substantive laws of the State of Arkansas, without reference to its choice of laws principles, and with applicable laws of the United States of America.

22. Export Controls. It is understood that University is subject to United States laws and regulations controlling the export of technical data, computer software, laboratory prototypes

and other commodities, and that its obligations hereunder are contingent on compliance with applicable U.S. export laws and regulations (including the Arms Export Control Act, as amended, and the Export Administration Act of 1979). The transfer of certain technical data and commodities may require a license from the cognizant agency of the United States Government and/or written assurances by the Sponsor that the Sponsor will not re-export data or commodities to certain foreign countries without prior approval of the cognizant government agency. While University agrees to cooperate in securing any license which the cognizant agency deems necessary in connection with this Agreement, University cannot guarantee that such licenses will be granted.

IN WITNESS WHEREOF, University and Company entered into this Agreement effective as of the date first hereinabove written and have executed two (2) originals each of which are of equal dignity.

WALMART, INC.

BOARD OF TRUSTEES OF THE
UNIVERSITY OF ARKANSAS ACTING FOR
AND ON BEHALF OF THE UNIVERSITY
OF ARKANSAS AT LITTLE ROCK

By: Larry Lundeen

By: Gerald J. Ganz, Jr.

Vice Chancellor for Finance and Admin.

Title: Vice President, Global Investigations, U.S

Date: January 19, 2022 | 13:16 CST

Date: 1/24/22



Exhibit A

Center for Racial Justice and Criminal Justice Reform University of Arkansas at Little Rock William H. Bowen School of Law

Rebranding “Shop With A Cop” as Walmart’s “Enhanced Community Policing Project”

Statement of Work

Introduction

The Center for Racial Justice and Criminal Justice Reform at the University of Arkansas at Little Rock William H. Bowen School of Law (“Bowen Center”) has developed as one of its key initiatives the Police Reform Project (“PRP”) which aims to significantly impact and improve the relationship between law enforcement agencies and the communities they serve. Specifically, the Community Policing & Engagement pillar of the PRP will instrumentalize and organize pathways for a more positive interfacing between law enforcement officers in Arkansas and throughout the region with the rural and urban communities and citizens they work within. Toward that goal, the Center’s PRP will provide foundational support for re-imagining and rebranding Walmart’s “Shop With A Cop” program providing research and data driven assistance for an “Enhanced Community Policing Project.” This partnership between the Center and Walmart can provide immediate outcomes in community policing and begin to break down the barriers of mistrust that exist between communities of color and law enforcement agencies in those neighborhoods.

Walmart has dedicated, and committed, substantial resources to the prevention of incarceration through the work of its Shared Value Network (SVN) on Criminal Justice and Walmart’s new Center for Racial Equity. One effective strategy to interrupt the cycle of incarceration is to improve the community policing efforts of local law enforcement agencies through collaborative community partnerships. Along with other tools to support community policing, community partnerships can prevent incarceration by encouraging collaborative solutions to criminal justice problems while improving the public’s trust in the police.¹

Walmart’s current “Shop With A Cop” program, if reconceptualized, is an opportunity to bolster the community efforts of local law enforcement agencies. In its current iteration, the “Shop With A Cop” program may significantly impact individual family and officer pairings, but is not consistent with the transformative groundwater shift in racial equity the SVN seeks to achieve. This proposal constructs a data-backed model for Walmart as an Enhanced Community Policing Project, and engages Walmart’s law enforcement partners by investing in locally-developed community policing initiatives. The proposal develops a program that replaces the current one-size-fits-all approach with one that can target corporate giving in ways that

¹ United States Department of Justice, Office of Community Oriented Policing Services, *Community Policing Defined* (2014). The U.S. DOJ’s model encourages collaboration with a variety of community stakeholders, including law enforcement, other government agencies, community members and groups, non-profit agencies, private businesses, and media. *Id.*

strengthens community policing efforts at the local level. The new program empowers store-level funding decisions that align with the SVN's racial equity focus.

Walmart's new partnership with the Center, a current grant partner, can significantly impact and improve the relationship between law enforcement agencies and the communities they serve. To properly effectuate true community trust and foster a relationship between law enforcement and the communities they work within, the proper incentives must be put into place that will motivate the culture and behavior changes that are necessary to grow trust on both sides. The Center's co-directors, Bowen law professors Anastasia Boles and André Douglas Pond Cummings, have an extensive background in areas of criminal justice reform, police reform, cultural competency, and strategic event planning aimed at fostering trust between communities and police.

Project Overview

By reimagining Walmart's Shop With A Cop program, the company can drive meaningful, tangible change to police and community engagement as it grows capacity and expertise to scale the program out nationally. The Bowen Center will mechanize this rebranding in three distinct and traceable phases: (1) development, (2) piloting, and (3) implementation.

Phase 1: Development: In the first year, the Bowen Center will engage in comprehensive research to collect best practices on community policing programs, design a paradigm for Walmart as a community policing collaborator, and draft procedures and training materials to implement a store-level program. The aim of the new program will be to establish standards for local stores to partner with local law enforcement agencies. Bowen Center researchers will evaluate opportunities from the current program by gathering a variety of data, including interviews of local law enforcement and store managers. Understanding the perspectives and experiences of participating constituencies will be crucial in defining what has been successful and what needs to change. To that end, Phase 1 planning will align with the recommendations of the Arkansas Governor's Task Force Report on Policing released in November 2020. Numerous and exciting synergies exist between the Arkansas Task Force Report and the goals of the PRP and "Shop With A Cop." One crucial recommendation of the Arkansas Task Force Report was that law enforcement work more diligently to increase trust within the communities that they work, particularly within communities of color. The task force specifically recommended that law enforcement conduct community engagement events in rural and minority communities to assist citizens in knowing the law and trusting the police. The reimagining of "Shop With A Cop" will do just that, increase trust within minority communities and host community engagement events throughout Arkansas. Further, during this phase, an instrument will be developed that will allow tracking of participation and individual reactions to participation that will provide data and the opportunity to measure the success of the rebranded program.

Phase 2: Piloting: In the second year of the partnership, the Bowen Center and Walmart will pilot the new enhanced community policing program. The goal of the piloting phase is to select 2 – 3 law enforcement agency pairings, with at least one being in Northwest Arkansas. The Bowen Center will work with the pilot locations to deploy the guidelines and training materials. One important partner during Phase 2 will be AR CLEST where the Bowen Center will couple the piloting of Walmart's Enhanced Community Policing project with the new officer cadet training program's eight-hour community service requirement. Data from the pilot locations will then be analyzed and used to finalize the new program to ensure that attitudes are

being impacted and hearts are changing in connection with the relationship between law enforcement and the constituencies that they serve. Real-time evaluation will be implemented to improve the program during this phase as data is gathered and analyzed and outcomes become clearer.

Phase 3: Implementation: In the implementation phase, the operations budget of the current Shop With A Cop program will be reinvested in the new program which will be executed nationally. Law enforcement agencies and store managers will use the new program model to develop and support local community policing initiatives. The pilot program will be scaled up in this phase to a national level and at this level, significant amounts of feedback and data will be analyzed to show the effectiveness of breaking down barriers and changing attitudes.

Project Planning

The Bowen Center will require particularized resources to complete the scope of work. A program manager will be hired who will spearhead the research, interviews, best practices identification, and the drafting of the training materials. The program manager will play a critical role during the piloting and implementation phases to ensure assessment of the pilot effectiveness. Three student fellows will work with the program manager. Analysis will be crucial once the pilot program delivers data as analysts will be hired to evaluate the data, discover trends and suggest improvements.

Responsibilities: The Center co-directors will supervise the project from inception. The program manager will provide consistent institutional support and leadership interfacing with law enforcement leaders and store management in ensuring that playbooks are delivered and followed and students are managing expectations and conducting research that will provide best practices support and expertise.

Limitations: The primary limitation is that Shop With A Cop is a national program that has not been closely monitored for the years that it has been in place. Changes to the program may lead to some resistance. The Center co-directors and program manager will likely need to engage in significant efforts to both create buy-in from law enforcement agencies and local store managers.

Communication and status reporting: Communication between the Center co-directors and Walmart's Senior Director, Community Law Enforcement Liaison, Global Investigations Frank Johnson will be constant and continuous. At the conclusion of each phase of the program roll out outlined above, a report will be delivered to Walmart and Senior Director Johnson describing the status of the work completed during the phase and the plan for roll out of the next phase.

Implementation Strategy: Once the Agreement has been signed by Walmart and the Center and funding is delivered, the first goal for implementation will be the hiring of the program manager. Once on board, student fellows will be hired and research will immediately begin consisting of uncovering national best practices in community policing. Thereafter, interviews will be conducted with participating law enforcement agencies and store managers and a blueprint will be developed based on the outcomes of that research that will then be drafted into playbooks for both law enforcement agencies and Walmart store managers. The development phase is crucial to a successful reimagining because the program must be

mechanized in a way that will allow for a consistent pilot and eventual national implementation where all law enforcement departments and store managers are following the same game plan.

Activities and Deliverables

Phase 1: Development - 9 months (Completed Fall 2022)²

- Report summarizing research findings (including local perspectives) and recommendation for new program model.
- Program materials, including standards, guidelines (for store managers and law enforcement partners), and training materials.
- Pilot program design, including a recommendation for the 2 – 3 pilot locations (including the Northwest Arkansas location).

Phase 2: Piloting – 12 to 15 months (Fall 2023)

- Assistance to pilot locations in implementing new program.
- Report summarizing effectiveness of pilot program projects and recommendations for national rollout.

Phase 3: Implementation – 12 months (Fall 2024)³

- Assistance in national rollout
- Report evaluating interim effectiveness of new program

Program Evaluation

The program will be evaluated annually at the completion of each phase of the project. During Phase 1, an instrument will be developed that will measure the impact of the program that will be delivered to all participants in the Enhanced Community Policing Project. During Phase 2, program participants in the pilot locations will complete the instrument. This data will track the degree of success of the program and will measure the extent of attitude change that the pilot is inspiring. During Phase 3, after the program is nationalized, data will be carefully sought, received, tracked and analyzed. By this time, improvements to the instrument will have been implemented and any limitations in responses will have been addressed in the pilot. Once national data is being collected and marshaled, then robust analysis can take place by trained analysts where outcomes in attitudes and process following can be evaluated and reported out.

Project Structure and Funding Requirements

The state of Arkansas is primed to implement forward thinking police engagement. The Bowen Center is prepared to research and recommend programming necessary to address the reimagining and rebranding of Walmart's existing Shop With A Cop program, through community policing and engagement implementation, willingly partnering with law enforcement agencies, committed stakeholders, and community advocates across the state in actualizing the initiatives proposed, each of which fit comfortably within the Center's expertise. Partnering with Walmart will provide the necessary impetus and support to effectuate incredibly positive change.

² The deadlines assume a funding date of January 2022.

³ This deadline assumes additional funding of approximately \$300,000 for a third program year committed to the national implementation phase.

The two-year budget for implementation of the first two project phases is \$210,000 as follows:

- Program Coordinator: $\$65,000 \times 2 \text{ years} = \$165,000$ (includes fringe)
- Three Student Fellows: 30 hours per week/36 weeks (1080 hours \times \$15 \times 2 years) = \$32,400
- Travel, Events and Miscellaneous: $\$6,300 \times 2 \text{ years} = \$12,600$