

GAO

Report to the Chairman and Ranking
Minority Member, Subcommittee on
Defense, Committee on Appropriations,
U.S. Senate

December 1995

DEFENSE RESEARCH AND DEVELOPMENT

Fiscal Year 1993 Trustee and Adviser Costs at Federally Funded Centers



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National Security and
International Affairs Division

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December 26, 1995

The Honorable Ted Stevens
Chairman
The Honorable Daniel K. Inouye
Ranking Minority Member
Subcommittee on Defense
Committee on Appropriations
United States Senate

This report responds to your joint request that we provide information on the stipends and expenses of the boards of trustees¹ and other management advisory personnel who served in fiscal year 1993 at DOD's FFRDCs. Specifically, you asked us to provide information on (1) the extent to which federal funds were used by FFRDCs to pay these costs; (2) the range and highest daily stipends paid to individual trustees and other management advisory personnel; (3) FFRDC advisers' costs and where applicable, the Defense Science Board's (DSB) limits on paying for such expenditures; (4) the total and average daily FFRDC costs for their trustees and advisory personnel; and (5) individual stipends and total expenditures for each of the 186 FFRDC fiscal year 1993 trustees and other management advisory personnel. This report is a companion to our recently issued report on FFRDC trustee affiliations.²

Background

FFRDCs were established during World War II to meet special research needs that federal and private sector facilities could not provide. The number of FFRDCs has varied over the years, but in fiscal year 1993 there were 39,³ with 10 sponsored by DOD located at—the Aerospace Corporation, the CNA Corporation, the Institute for Defense Analyses, Lincoln Laboratory,⁴ the Logistics Management Institute, the MITRE

¹To simplify discussion, all Department of Defense Federally Funded Research and Development Centers (DOD FFRDC) board members are called "trustees" in this report.

²Defense Research and Development: Fiscal Year 1993 Trustee Affiliations for Federally Funded Centers (GAO/NSIAD-95-135, July 26, 1995).

³The 29 non-DOD FFRDCs are managed by the Department of Energy (19), the National Science Foundation (6), the Federal Aviation Administration (1), the Internal Revenue Service (1), the National Institutes of Health (1), and the National Aeronautics and Space Administration (1).

⁴The Massachusetts Institute of Technology (MIT) manages the Lincoln Laboratory.

Corporation, the Rand Corporation,⁵ and the Software Engineering Institute.⁶

Each FFRDC is managed by a private sector nonprofit company or university and funded primarily through a renewable 5-year, sole-source contract. The 8 boards of trustees managing the 10 DOD FFRDCs in fiscal year 1993 had 158 total members, including 15 trustees sitting on 2 boards and 1 on 3. The FFRDCs generally used the same bases to pay both their advisory personnel and trustee stipends and other expenses. In addition, the FFRDCs brought in 28 other management advisory personnel to assist these trustees. The CNA Corporation and the MITRE Corporation employed most of these advisers (12 and 10, respectively), while 4 FFRDCs (the Aerospace Corporation, Lincoln Laboratory, the Logistics Management Institute, and the Rand Corporation) employed none. In fiscal year 1993, Congress appropriated about \$1.4 billion for the DOD FFRDCs.

As requested, we identified the maximum compensation and expenses payable to the members of the DSB and compared it to the compensation and expenses paid to the DOD FFRDC trustees and other management advisers, although their functions are not identical. Under the guidance set forth by DOD Directive 5105.4, the DSB provides DOD and the Joint Chiefs of Staff with advice on science, technology, research, engineering, manufacturing, and other matters of special interest. Its 31 members are selected on the basis of their preeminence in the fields of science, technology, military operations, research, engineering, and manufacturing, and generally serve a maximum of two 2-year terms.

Results in Brief

The CNA Corporation, the Institute for Defense Analyses, and the Software Engineering Institute operate solely with federally derived funds. The FFRDCs operated by the Aerospace Corporation, Lincoln Laboratory, the Logistics Management Institute, the MITRE Corporation, and the Rand Corporation used both federal and non-federal funds to pay trustee and adviser expenditures. According to these FFRDCs, the use of non-federal funds in fiscal year 1993 was about 28 percent for Lincoln Laboratory, 14 percent for the Rand Corporation, about 5 percent for the MITRE Corporation, 2 percent for the Aerospace Corporation, and about 1 percent for the Logistics Management Institute.

⁵Rand Corporation manages three FFRDCs—the Arroyo Center for the Army, Project Air Force, and the National Defense Research Institute for DOD.

⁶Carnegie Mellon University manages the Software Engineering Institute.

The average daily stipends paid to the 186 trustees and advisory personnel ranged from \$0 (for 27) to \$7,200 (for 1). Of those that were paid a stipend (159 of the 186), 40 percent received \$1,501 or more a day. The 11 highest average daily stipends ranged from \$3,038 to \$7,200. (See app. I.)

The DSB reimburses its members for travel expenses in accordance with federal travel regulations and pays stipends limited by title 5 U.S.C. Specifically, the fiscal year 1993 DSB's maximum daily limits were: \$333 for stipend, \$140 for lodging (for New York City), and \$38 for meals. There are no set limits on airfare costs, and expenditures for gifts, entertainment, and spouses are generally not allowable.

Although most of the average daily costs for trustees and advisers (excluding stipends) were small, there were some larger expenditures that exceeded DSB limits. For example, four Lincoln Laboratory trustees had 1 night's lodging costs of about \$230 in Boston, Massachusetts (versus a limit of \$101), and seven MITRE Corporation trustees had 2 days average meal costs of about \$140, while six others' costs were about \$220 for the second day (versus a limit of \$38). (See app. II.)

There was significant variation in the total trustee and management advisory personnel expenditures paid by FFRDCs. The total expenditures ranged from \$4,763 at the Software Engineering Institute to \$496,951 at the MITRE Corporation, while average daily stipends paid (the Software Engineering Institute paid no stipends) ranged from \$370 at Lincoln Laboratory to \$2,057 at the Rand Corporation. (See app. III.)

Detailed information on fiscal year 1993 expenditures for each individual trustee and other management advisory personnel is in appendix IV.

Scope and Methodology

We initially requested from each DOD FFRDC stipend and expense data and number of days worked for trustees and other management advisory personnel, and expense data for their spouses. We defined other management advisory personnel to include all non-full-time personnel brought into the FFRDCs during fiscal year 1993 to assist the trustees in directing, reviewing, or evaluating operations, policies, or projects. Specifically, we asked each FFRDC to (1) provide fiscal year 1993 individual stipend and other work-related costs that were paid to, reimbursed to, or paid for individual trustees, other management advisory personnel, and their spouses; (2) identify which costs were paid for with federal funds; and (3) provide the number of days each individual worked in fiscal year

1993. The Rand Corporation advised us that they would not provide information on reimbursements for trustee spouses' travel costs since neither the Rand Corporation nor its three DOD FFRDCs claim reimbursement from the government for these expenditures.

For this report, we defined federal funds as all money paid by the federal government to FFRDCs, including fees and any other type of payment regardless of their designation or subsequent use. We did not look at the propriety or allowability of any costs, as these considerations are part of the Defense Contract Audit Agency audits of the FFRDC operations.

We used average daily costs as the comparison measurement for FFRDCs and individuals. Initial data received from the FFRDCs related only to work done at trustee meetings. No other specific trustee or adviser workdays were provided by any FFRDCs. Therefore, we used the number of days in attendance at meetings as the number of days worked. In addition, the stipend amounts used included payments for time spent traveling to and attending meetings as well as retainers and other compensation. For the cases where no workdays were recorded, we used 1 workday to compute average daily costs. We used random numbered codes to identify trustees (with a T prefix) and management advisory personnel (with a M prefix) in report schedules, to protect the privacy of the individuals involved. Our work was performed from November 1994 through September 1995.

Agency Comments and Our Evaluation

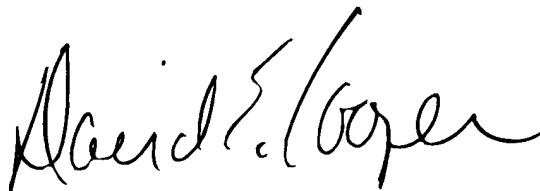
In commenting on a draft of this report, each of the eight organizations managing DOD's FFRDCs generally agreed that the report accurately presented the data provided on their expenditures. However, five of them indicated that they believed it was not appropriate to compare DSB and FFRDC trustee stipends. In their view, the FFRDC trustees and DSB members have different financial and management responsibilities. Three also felt that the way the daily average stipends were calculated did not take into account the possibility of travel days and work being done prior to trustee meetings.

As requested, we compared the amount of money paid by FFRDCs for their advisory personnel to the limits payable by DSB. Although the responsibilities of the DSB members are not identical to those of the FFRDC trustees, DSB members, like the trustees, are preeminent in their fields and provide advice to the highest levels of DOD. We used the number of days in attendance in meetings as the number of days worked for consistency and because it was the only data initially provided by FFRDCs, which did not

maintain records of other specific workdays for their advisory personnel. The payments made for any travel time to meetings is, as noted in our methodology, included as part of the total stipends paid. Therefore, we have not revised the report based on these comments. Six of the organizations managing FFRDCS also offered some technical corrections or editorial suggestions which we incorporated in the report where appropriate.

Unless you publicly announce the contents of this report earlier, we plan no further distribution until 30 days from its issue date. At that time, we will send copies to the Secretaries of Defense, the Army, the Navy, and the Air Force; the Directors, Office of Management and Budget and Defense Research and Engineering; other congressional committees and subcommittees; and each of the DOD FFRDCS. We will also make copies available to others on request.

If you or your staff have any questions about the information presented in this report, please contact me on (202) 512-4587. The major contributors to this report are listed in appendix V.



David E. Cooper
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Abbreviations

ASP	Aerospace Corporation
CNA	CNA Corporation
DOD	Department of Defense
DSB	Defense Science Board
FFRDC	Federally Funded Research and Development Center
IDA	Institute for Defense Analyses
LLB	Lincoln Laboratory
LMI	Logistics Management Institute
MIT	Massachusetts Institute of Technology
MTR	MITRE Corporation
RND	Rand Corporation
SEI	Software Engineering Institute

Individual Trustee and Management Advisory Personnel Stipends

Table I.1: Range of Average Individual Daily Stipends

Stipend	Number of individuals	Percent of total
\$4,001 - 7,200	3	2
2,001 - 4,000	28	15
1,501 - 2,000	33	18
1,001 - 1,500	56	30
501 - 1,000	24	13
1 - 500	15	8
0 ^a	27	14

^aNo stipends were paid to Software Engineering Institute trustees and advisers, trustees who were also Federally Funded Research and Development Center (FFRDC) presidents and chief executive officers, and others that either did not attend meetings or chose to receive no payment.

Table I.2: Highest Average Individual Daily Stipends Paid^a

Individual ^b	FFRDC ^c	Days worked	Average daily stipend
T69	ASP	1 ^d	\$7,200
M178	MTR ^e	1	5,950
T8	IDA	2	4,750
T72	RND	7	3,600
T45	RND	4	3,350
M180	MTR ^e	1	3,200
T36	RND	2	3,175
T118	CNA	1	3,125
T73	MTR ^e	3	3,067
T6	IDA	2	3,038
T7	IDA	2	3,038

^aFor comparison purposes, the maximum allowable daily stipend for fiscal year 1993 for members of the Defense Science Board was \$333.

^bT represents a trustee, and M represents a management adviser.

^cAbbreviations are explained on page 7.

^dAvailable during the year on retainer; however, no workdays were recorded by the FFRDC. One day worked was used to compute a daily stipend.

^eMITRE Corporation stipends include quarterly retainers.

Examples of Highest Fiscal Year 1993 Expenditures

FFRDC ^a	Cost ^b	Comments
MTR	\$7,450	Private plane hired to transport nine trustees and nine officers from Los Angeles International Airport to Edwards Air Force Base and return (about 110 miles each way). Federal funds were used.
LMI	595	Flowers sent to 17 trustees during the December 1992 holiday season. Federal funds were used.
LLB	920	Lodging cost of \$230 each for four trustees for 1 night in Boston. Federal funds were used.
MTR	4,113	Breakfast and lunch for 13 trustees (plus one dinner for 6) at a 2-day meeting. Federal funds were used.
ASP	14,308	Six group meals for trustees, their spouses and guests during six trustee meetings. Federal and non-federal funds were used.
LLB	6,753	Two trustee dinners (20 attendees at first dinner and 17 at the second, including some MIT administration and LLB management officials). All costs were paid by MIT.
MTR	2,500	One-day lunch and tour for 9 trustees' spouses and 10 officers' wives. Federal funds were used.

^aAbbreviations are explained on page 7.

^bFor comparison purposes, the Defense Science Board's maximum daily expenditures for fiscal year 1993 were \$38 for meals and \$140 for lodging. There are no specific limits on the cost of airfare, and the cost of gifts and spouses' expenditures are generally not allowable.

Summary of Total and Average Expenditures Paid by FFRDCs for Trustee and Other Management Advisory Personnel

Table III.1: FFRDCs' Fiscal Year 1993 Expenditures for Trustees and Management Advisory Personnel

FFRDC ^a	Stipend	Meals	Lodging	Airfare	Other	Total
ASP (22)	\$311,500	\$12,247	\$15,752	\$49,913	\$5,634	\$395,046
CNA (41)	208,708	255	3,429	26,024	3,910	242,326
IDA (21)	200,450	746	6,563	26,602	3,692	238,052
LLB ^b (17)	8,500	122	2,238	5,909	418	17,187
LMI (18)	171,600	7,089	7,646	40,135	3,736	230,206
MTR (31)	381,433	6,517	23,420	82,267	3,314	496,951
RND (22)	197,450	1,804	9,593	22,303	4,091	235,241
SEI (14)	0	638	844	2,759	522	4,763
Total (186)	\$1,479,641	\$29,418	\$69,485	\$255,912	\$25,317	\$1,859,773

^aAbbreviations are explained on page 7. Number in parenthesis is the total number of trustees and management advisers.

^bDoes not include \$6,753 for two trustee dinners paid for by MIT.

Table III.2: FFRDCs' Average Fiscal Year 1993 Expenditures for Trustees and Management Advisory Personnel

FFRDC ^a	Stipend	Meals	Lodging	Airfare	Other	Total
ASP (22)	\$1,456	\$57	\$74	\$233	\$26	\$1,846
CNA (41)	1,250	2	21	156	23	1,452
IDA (21)	1,554	6	51	206	28	1,845
LLB (17)	370	5	97	257	18	747
LMI (18)	1,152	48	51	269	25	1,545
MTR (31)	1,271	22	78	274	12	1,657
RND (22)	2,057	19	100	232	42	2,450
SEI (14)	0	17	23	75	14	129

^aAbbreviations are explained on page 7. Number in parenthesis is the total number of trustees and management advisers.

Trustee and Management Advisory Personnel Fiscal Year 1993 Stipends and Expenditures

Introduction

Included in this appendix are the fiscal year 1993 stipends and expenditures for each of the 186 trustees and management advisory personnel at the Department of Defense (DOD) FFRDCs. The amounts listed were prepared from financial data provided by each FFRDC on fiscal year 1993 individual stipends and other costs that were paid to, reimbursed to, or paid for individual trustees and other management advisory personnel.

We used (1) average daily costs as the comparison measurement for FFRDCs and individuals; (2) the number of days in attendance at meetings as the number of days worked; (3) payments for traveling to and attending meetings, as well as retainers and other compensation, as components of an individual's stipend; and (4) 1 day to compute average daily costs for the cases where no workdays were recorded.

**Appendix IV
Trustee and Management Advisory
Personnel Fiscal Year 1993 Stipends and
Expenditures**

Figure IV.1: Aerospace Corporation

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
T67	\$36,964	16	\$2,310	\$1,850	\$48	\$90	\$295	\$27
T53	30,879	12	2,573	2,025	65	68	380	35
T65	28,786	17	1,693	1,412	52	91	92	46
T61	27,792	16	1,737	1,325	53	81	247	31
T62	26,281	11	2,389	1,745	63	94	460	27
T145	25,662	15	1,711	1,280	65	101	235	30
T59	23,932	10	2,393	1,760	79	73	402	79
T57	22,801	10	2,280	1,880	63	77	238	22
T71	20,727	10	2,073	1,630	50	66	304	23
T56	19,346	17	1,138	876	46	87	114	15
T64	18,513	11	1,683	1,345	52	46	220	20
T55	18,399	10	1,840	1,480	55	51	240	14
T58	17,117	10	1,712	1,170	68	84	368	22
T68	15,002	6	2,500	2,267	53	46	118	16
T66	12,022	8	1,503	1,163	55	93	178	14
T143	11,905	8	1,488	1,025	61	70	328	4
T63	9,720	3	3,240	2,833	78	73	168	88
T70	7,460	2	3,730	3,000	97	73	532	28
T69	7,200	1 ^a	7,200	7,200	0	0	0	0
T54	7,075	3	2,358	2,100	55	73	111	19
T60	6,312	2	3,156	3,000	87	37	0	32
T144	1,151	16	72	0	47	24	0	1
Total	\$395,046	214	\$1,846	\$1,456	\$57	\$74	\$233	\$26

^aAvailable during the year on retainer; however, no workdays were recorded by the FFRDC. One day worked was used to compute daily expenditures.

**Appendix IV
Trustee and Management Advisory
Personnel Fiscal Year 1993 Stipends and
Expenditures**

Figure IV.2: CNA Corporation

Individual	Fiscal year expenditures	Days worked	Average daily expenditures						
			Total	Stipend	Meals	Lodging	Airfare	Other	
T120	\$17,319	7	\$2,474	\$1,440	\$9	\$84	\$890	\$51	
T116	15,504	9	1,723	1,639	0	0	56	28	
T122	12,809	8	1,601	1,328	1	14	245	13	
T131	12,690	10	1,269	1,250	0	0	19	0	
T133	12,341	7	1,763	1,304	14	82	234	129	
T117	12,284	7	1,755	1,464	2	40	212	37	
T130	11,011	9	1,223	1,181	0	10	21	11	
T123	10,935	6	1,823	1,521	0	0	290	12	
T127	10,829	4	2,707	1,906	0	195	562	44	
T138	9,117	7	1,302	1,250	0	0	27	25	
T140	8,960	7	1,280	1,250	0	0	30	0	
T136	8,095	7	1,156	1,125	0	0	27	4	
T128	8,073	6	1,346	1,188	0	0	158	0	
T126	7,875	7	1,125	1,125	0	0	0	0	
T132	7,440	5	1,488	1,450	0	0	38	0	
T125	6,500	4	1,625	1,625	0	0	0	0	
T119	5,750	3	1,917	1,917	0	0	0	0	
T139	5,235	2	2,618	2,438	0	0	135	45	
M174	5,234	3	1,745	750	10	87	840	58	
T135	4,952	3	1,651	1,625	0	0	0	26	
T121	4,308	2	2,154	1,188	18	107	830	11	
T141	4,248	3	1,416	1,167	0	32	218	0	
M173	4,224	3	1,408	750	4	61	556	37	
M172	4,198	4	1,050	750	0	0	151	149	
T142	3,875	4	969	969	0	0	0	0	
T118	3,315	1	3,315	3,125	0	0	190	0	
M170	3,000	4	750	750	0	0	0	0	
M167	3,000	4	750	750	0	0	0	0	
T124	2,625	1	2,625	2,625	0	0	0	0	
T134	2,375	2	1,188	1,188	0	0	0	0	

**Appendix IV
Trustee and Management Advisory
Personnel Fiscal Year 1993 Stipends and
Expenditures**

Figure IV.2: CNA Corporation - Continued

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
M171	2,250	3	750	750	0	0	0	0
M168	2,250	3	750	750	0	0	0	0
M165	2,250	3	750	750	0	0	0	0
T137	2,120	1	2,120	1,625	0	140	300	55
T129	2,009	1	2,009	1,625	0	110	240	34
M164	1,079	1	1,079	750	0	0	0	329
M175	750	1	750	750	0	0	0	0
M169	750	2	375	375	0	0	0	0
M166	750	1	750	750	0	0	0	0
T154	0	1	0	0	0	0	0	0
T153	0	1	0	0	0	0	0	0
Total	\$242,329	167	\$1,452	\$1,250	\$2	\$21	\$156	\$23

^aAvailable during the year on retainer; however, no workdays were recorded by the FFRDC. One day worked was used to compute daily expenditures.

**Appendix IV
Trustee and Management Advisory
Personnel Fiscal Year 1993 Stipends and
Expenditures**

Figure IV.3: Institute for Defense Analyses

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
T9	\$24,100	13	\$1,854	\$1,854	\$0	\$0	\$0	\$0
T5	22,930	10	2,293	1,788	16	95	361	33
T1	17,901	8	2,238	1,241	20	120	778	79
T10	17,697	9	1,966	1,700	5	70	182	9
T17	16,436	9	1,826	1,550	3	66	178	29
T12	15,253	6	2,542	2,000	4	87	425	26
T11	14,257	8	1,782	1,241	18	79	300	144
T14	13,850	6	2,308	1,438	11	104	700	55
T19	13,619	5	2,724	2,270	12	102	302	38
T15	13,100	10	1,310	1,310	0	0	0	0
T8	9,500	2	4,750	4,750	0	0	0	0
T18	8,843	5	1,769	1,595	10	105	0	59
T2	8,625	6	1,438	1,438	0	0	0	0
T7	7,313	2	3,657	3,038	8	97	471	43
T6	7,133	2	3,567	3,038	0	0	473	56
M187	7,000	11	636	636	0	0	0	0
T3	6,575	6	1,096	1,096	0	0	0	0
T13	6,025	2	3,013	3,013	0	0	0	0
T16	5,844	7	835	629	0	59	139	8
T4	2,050	1 ^a	2,050	2,050	0	0	0	0
T155	0	1	0	0	0	0	0	0
Total	\$238,053	129	\$1,845	\$1,554	\$6	\$51	\$206	\$28

^aAvailable during the year on retainer; however, no workdays were recorded by the FFRDC. One day worked was used to compute daily expenditures.

**Appendix IV
Trustee and Management Advisory
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Expenditures**

Figure IV.4: Lincoln Laboratory

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
T95	\$2,820	2	\$1,410	\$500	\$20	\$219	\$590	\$81
T100	2,728	2	1,364	500	18	219	603	24
T107	2,093	2	1,047	500	13	219	296	19
T103	1,744	1	1,744	500	15	230	943	56
T102	1,620	1	1,620	0	7	230	1,363	20
T96	1,101	1	1,101	500	0	230	340	31
T104	1,032	2	516	500	0	0	0	16
T108	1,000	2	500	500	0	0	0	0
T106	550	1 ^a	550	0	0	230	288	32
T99	500	1	500	500	0	0	0	0
T98	500	1	500	500	0	0	0	0
T97	500	1	500	500	0	0	0	0
T94	500	1	500	500	0	0	0	0
T105	500	1	500	500	0	0	0	0
T93	0	2	0	0	0	0	0	0
T109	0	0	0	0	0	0	0	0
T101	0	0	0	0	0	0	0	0
Total	\$17,187	23	\$747	\$370	\$5	\$97	\$257	\$18

^aNo workdays were recorded by the FFRDC. One day worked was used to compute daily expenditures.

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 Trustee and Management Advisory
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 Expenditures

Figure IV.5: Logistics Management Institute

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
T27	25,135	18	1,396	1,311	41	12	22	10
T151	19,955	11	1,814	1,064	42	9	673	26
T25	18,261	11	1,660	1,064	45	112	413	26
T26	17,668	13	1,359	1,008	36	83	216	16
T32	16,406	10	1,641	1,100	57	124	333	27
T24	16,025	14	1,145	986	43	7	107	2
T23	15,183	6	2,531	1,367	43	125	945	51
T31	13,487	8	1,686	1,200	56	73	294	63
T147	13,475	9	1,497	1,144	59	11	262	21
T30	13,291	10	1,329	1,100	51	91	47	40
T22	12,651	8	1,581	1,200	55	16	276	34
T28	11,750	7	1,679	1,271	65	107	215	21
T21	10,885	6	1,814	1,367	56	16	332	43
T33	10,147	8	1,268	1,200	46	0	0	22
T34	6,653	4	1,663	1,200	48	25	373	17
T29	4,806	3	1,602	1,033	26	33	498	12
T20	4,428	2	2,214	1,700	69	91	317	37
T156	0	1	0	0	0	0	0	0
Total	\$230,206	149	\$1,545	\$1,152	\$48	\$51	\$269	\$25

**Appendix IV
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Figure IV.6: Mitre Corporation

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
T78	\$50,752	29	\$1,750	\$1,228	\$23	\$26	\$449	\$24
T92	48,262	23	2,098	1,322	17	181	576	2
T90	46,897	29	1,617	1,393	17	85	118	4
T91	45,464	21	2,165	1,895	21	61	186	2
T85	40,790	29	1,407	1,131	15	60	197	4
T81	32,192	23	1,400	1,217	25	51	107	0
T87	30,916	20	1,546	1,280	16	70	175	5
T88	25,706	14	1,836	1,400	21	63	352	0
T75	19,723	11	1,793	1,418	35	66	274	0
T83	15,920	6	2,653	1,933	34	180	502	4
T76	15,050	5	3,010	2,100	28	192	681	9
T89	11,649	7	1,664	1,657	7	0	0	0
T84	11,015	5	2,203	2,000	9	57	71	66
M179	10,243	5	2,049	700	45	186	1,109	9
T82	10,213	7	1,459	1,086	70	171	116	16
M182	9,959	7	1,423	729	7	192	494	1
M184	9,949	6	1,658	700	65	115	763	15
M181	9,763	4	2,441	2,013	0	46	382	0
T73	9,382	3	3,127	3,067	15	45	0	0
T74	8,400	4	2,100	2,100	0	0	0	0
M178	6,516	1	6,516	5,950	0	175	391	0
M183	5,625	3	1,875	700	0	160	1,013	2
M185	4,841	4	1,210	700	47	193	267	3
M177	4,571	3	1,524	700	15	106	208	495
M180	4,122	1	4,122	3,200	0	0	922	0
T86	4,001	3	1,334	1,067	55	104	108	0
M186	2,783	1	2,783	2,783	0	0	0	0
T77	1,141	1 ^a	1,141	1,000	141	0	0	0
T79	714	1 ^a	714	500	214	0	0	0
T80	391	1 ^a	391	250	141	0	0	0
T157	0	23	0	0	0	0	0	0
Total	\$496,950	300	\$1,657	\$1,271	\$22	\$78	\$274	\$12

^aAvailable during the year on retainer; however, no workdays were recorded by the FFRDC. One day worked was used to compute daily expenditures.

**Appendix IV
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Figure IV.7: Rand Corporation

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
T72	\$29,793	7	\$4,256	\$3,600	\$26	\$220	\$264	\$146
T48	20,881	7	2,983	2,314	35	121	448	65
T38	20,243	7	2,892	2,214	16	106	507	49
T41	19,181	7	2,740	2,314	22	121	230	53
T35	18,269	7	2,610	2,214	0	63	320	13
T40	17,612	8	2,202	1,519	22	134	471	56
T46	16,645	7	2,378	2,314	15	43	0	6
T45	16,073	4	4,018	3,350	21	168	420	59
T52	11,456	5	2,291	1,900	20	124	228	19
T42	9,084	5	1,817	1,440	13	60	255	49
T39	9,056	5	1,811	1,580	11	60	148	12
T49	8,353	5	1,671	1,280	37	145	172	37
T37	7,239	3	2,413	1,933	72	178	154	76
T36	6,350	2	3,175	3,175	0	0	0	0
T47	5,800	5	1,160	1,160	0	0	0	0
T43	4,622	2	2,311	2,175	5	110	0	21
T51	4,265	2	2,133	1,800	62	165	0	106
T50	3,718	2	1,859	1,800	0	55	0	4
T146	3,600	2	1,800	1,800	0	0	0	0
T44	3,000	2	1,500	1,500	0	0	0	0
T158	0	0	0	0	0	0	0	0
T152	0	0	0	0	0	0	0	0
Total	\$235,240	96	\$2,450	\$2,057	\$19	\$100	\$232	\$42

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Figure IV.8: Software Engineering Institute

Individual	Fiscal year expenditures	Days worked	Average daily expenditures					
			Total	Stipend	Meals	Lodging	Airfare	Other
T112	\$1,011	4	\$253	\$0	\$20	\$18	\$196	\$19
T113	884	2	442	0	20	142	230	50
T114	684	4	171	0	20	18	115	18
T150	600	4	150	0	20	0	106	24
T111	562	4	141	0	20	18	88	15
T148	488	4	122	0	20	18	71	13
T115	219	4	55	0	20	18	0	17
T110	161	2	81	0	20	61	0	0
T149	153	4	38	0	20	18	0	0
M163	0	1	0	0	0	0	0	0
M162	0	1	0	0	0	0	0	0
M161	0	1	0	0	0	0	0	0
M160	0	1	0	0	0	0	0	0
M159	0	1	0	0	0	0	0	0
Total	\$4,763	37	\$129	\$0	\$17	\$23	\$75	\$14

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